






# Inside this year's Report


At CRH, we are a leader in sustainable building materials. We are uniquely placed to integrate materials, value-added products and building solutions, which play an important role in shaping a more sustainable built environment. In this year's Report, we demonstrate how we are responding to the global trends shaping the future of construction and collaborating with our stakeholders to expand the horizons of sustainable progress.

## Navigation

 Click on this icon to read additional information in the Sustainability Report on a specific topic

 Click on this icon to read additional reports and assessments available on [crh.com](http://crh.com)

 Click on this icon to find more information on CRH, our businesses and our sustainability performance available on [crh.com](http://crh.com)

 Look for this icon throughout the Sustainability Report to find out more information on our 2030 targets and ambitions

# Contents



## Overview

- 03** Our global business
- 04** A message from our Chief Executive
- 05** CRH 2020 highlights
- 06** Focusing on long-term sustainability
- 07** Achieving real growth and lasting value
- 08** Trends shaping our world
- 11** Supporting the UN SDGs
- 12** Leveraging expertise to deliver on TCFD
- 13** Enterprise risk management in action
- 14** CRH 2030 targets
- 16** Materiality assessment

## Our sustainability priorities

- 20 Safety** 
- 26 Environment** 
- 40 People** 
- 46 Products** 
- 50 Collaboration** 
- 58 Integrity** 

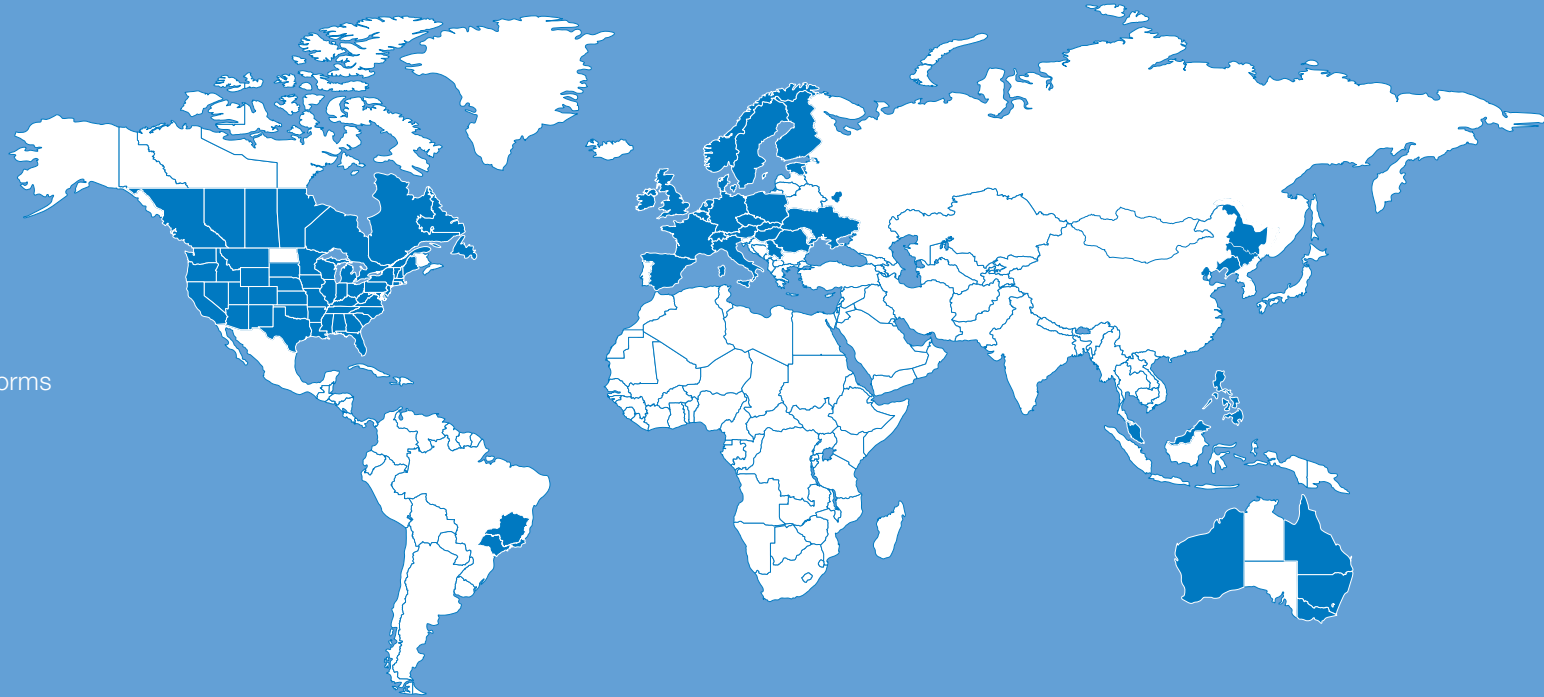
## Our sustainability performance

- 66** Reporting history, scope and basis
- 67** Sustainability policies
- 68** Data summary
- 72** SASB index
- 73** GRI index
- 81** DNV assurance statement
- 83** External recognition and benchmarks

 Our report has been independently assured every year since 2005. [Click here](#) for the detailed assurance statement 

# CRH at a glance

CRH operates across three integrated platforms of scale comprising Americas Materials, Europe Materials and Building Products.



## Three Divisions

### Americas Materials

Sales

**\$11.3bn**



▼ -3% 2019: \$11.6 billion  
c. **27,400** employees  
c. **1,475** operating locations  
**46** US states, **six** Canadian Provinces and Southeast Brazil

#### Products and services



### Europe Materials

Sales

**\$9.1bn**



▼ -4% 2019: \$9.5 billion  
c. **26,800** employees  
c. **1,155** operating locations **21** Countries

#### Products and services



### Building Products

Sales

**\$7.2bn**



▲ +3% 2019: \$7.0 billion  
c. **22,900** employees  
c. **480** operating locations **19** Countries

#### Products and services



## Products and services index



The inclusion of CRH public limited company in any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of CRH public limited company by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI Index names and logos are trademarks or service marks of MSCI or its affiliates.

Copyright ©2021 Sustainalytics. All rights reserved. This Report contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at [www.sustainalytics.com/legal-disclaimers](http://www.sustainalytics.com/legal-disclaimers)

# A message from our Chief Executive

For 50 years CRH has gone from strength to strength to become a global leader in sustainable building materials, adapting our business model to address the changing needs of our customers and the growing demand for integrated building solutions and more sustainable forms of construction

## Responding to COVID-19

Over the last twelve months, the COVID-19 pandemic has posed enormous challenges around the world. Through the hard work and endurance of our people, we have proven our resilience in the face of adversity and change.

## Continued focus on safety

The health and safety of our people remains our top priority. During 2020, our culture of safety ensured that we were able to quickly adapt to new ways of working to mitigate against the risk of COVID-19, allowing us to protect our employees and livelihoods and continue to provide essential services to our communities.

## Advancing our inclusive culture

With operations in 30 countries around the world, it is important that our businesses reflect the communities we operate in. For that reason, in 2020, I took on the role of Chair of our Inclusion & Diversity (I&D) Council, setting our

strategic approach and overseeing our I&D work programme.

## Delivering a more climate-resilient world

As society embarks on the journey to net-zero emissions, we are working hard to take advantage of the ability of our products to contribute to the circular economy and become part of the solution to climate change.

As a leader in our industry, we realise that we simply must do more to reduce the impact of construction on our world. As we focus on our trajectory towards achieving carbon neutrality along the cement and concrete value chain by 2050, we are taking action by transitioning to low-carbon energy technologies, reducing the carbon footprint of our products and innovating for carbon efficiency.

## Collaborating for biodiversity

Recognising that healthy economies are sustained by nature, in 2020, CRH signed up to Business for Nature's Call to Action, joining our peers in advocating that nature is indeed everyone's business. Through collaboration efforts with stakeholders, such as the Wildlife Habitat Council, we are actively engaging in measures to promote biodiversity.

## Driving sustainability performance

We are on track to meet our 2030 sustainability targets (see page 14), as we aim to ensure a long-term

sustainable future for our business and a positive impact on the world around us.

Reinforcing our commitment to transparency, in 2020 we became a supporter of the Financial Stability Board's 'Task Force on Climate-related Financial Disclosures' (TCFD), as the next step in our climate-related disclosures.

## Outlook

Adapting to a post COVID-19 world has created an opportunity for CRH. We are committed to playing a leading role in collaborating for change and aim to contribute to society through our sustainable building solutions and products. At CRH we are looking forward to the year ahead with a renewed sense of energy and optimism, in the belief that we can deliver ongoing sustainable value for all our stakeholders.

Finally, I would like to take this opportunity to thank everyone across CRH for their hard work and resilience throughout what has been a very demanding year. I am deeply grateful for their ongoing commitment to the success of our sustainability initiatives.

## Albert Manifold

Group Chief Executive,  
March 2021





# 2020 Highlights

For the last 50 years, we have continued to evolve, adapting our business model to address the changing needs of our customers and the growing demand for integrated building solutions to reduce the impact of construction on our world. We are proud of the work we have done this year to encourage sustainable growth, strengthen our inclusive and diverse culture, support our communities and act as stewards of the environment.



## Safety

# 94%

zero accident locations

# \$260m

invested in health and safety over the last 5 years



## Environment

# \$173m

invested in environmental initiatives

# 1m

tonnes of CO<sub>2</sub> emissions prevented



## Collaboration

# \$8.3m

donated to local organisations and initiatives



## Integrity

# 32,100

employees trained in CoBC



## People

# 2.1m

hours of employee training across our business



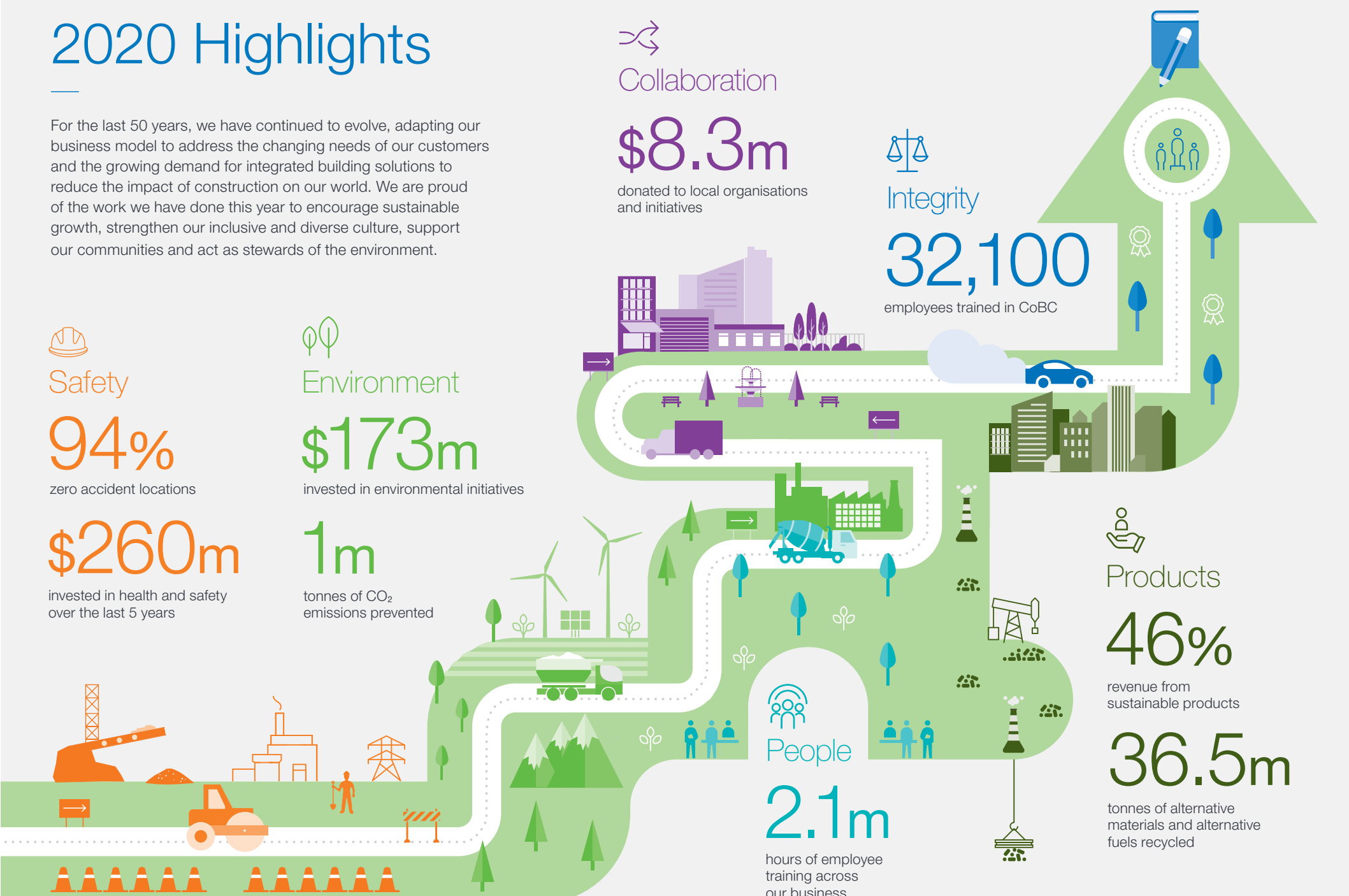
## Products

# 46%

revenue from sustainable products

# 36.5m

tonnes of alternative materials and alternative fuels recycled



# Focusing on long-term sustainability

Today our businesses are at the forefront of a changing construction market globally where demand for sustainable products and solutions continues to grow and evolve. We continue to use our leadership position to ensure positive changes in our industry and embed sustainability across our business. We are proud of the progress we have made and the actions we are taking to meet the needs of today and for the future.

 <b>Put safety first</b>	<h3>Our values-driven culture</h3> <p>Sustainability principles are fully embedded in our business strategy and are fundamental to achieving our long-term vision.</p>
 <b>Continuously create value</b>	<p>Our aim is to grow and improve our business in a sustainable way, through a relentless focus on performance improvement, focused growth and value creation for our stakeholders.</p>
 <b>Do what we say and lead with integrity</b>	<p>We leverage our global knowledge and scale to meet the increasing demand for more sustainable building solutions.</p>
 <b>Operate locally, but act as one company</b>	<p>We establish best practices and processes to achieve the greatest value for all stakeholders, society and the environment.</p>
 <b>Build enduring relationships</b>	

## Our strategic pillars

Our business strategy is underpinned by our strategic pillars, which drive our ability to generate superior margins, returns and cash on a continuous basis. We are focused on ensuring every lever we utilise to create value for our shareholders is conducted in a disciplined, responsible and sustainable manner, thereby mitigating potential risks.

### Continuous improvement

We are continuously improving our business through a broad range of operational, commercial and financial excellence initiatives that allow us to maximise long-term value and deliver superior returns.

### Developing leaders

An ongoing focus on identifying and developing the next generation of performance orientated, innovative and entrepreneurial leaders is central to the delivery of our strategy.

### Focused growth

We optimise the shape of our business through a disciplined and focused approach to capital allocation which helps us to minimise risk while driving maximum long-term value for our shareholders and stakeholders.

### Benefits of scale and integration

In developing our business we seek to achieve market leadership positions which allow us to integrate operations and drive value through harnessing the benefits of scale and integration.

## Our sustainability priorities

Continuously improving the sustainability performance of our business is an ongoing focus for CRH. Our six priority areas ensure we are focusing on the areas that are most important to our business and our stakeholders.



## Our actions

Our actions contribute to the delivery of global initiatives including the Paris Agreement and the UN Sustainable Development Goals (SDGs).



## Our SDG priorities



[Click here](#) to for information on our SDGs priorities ➔



# Achieving real growth and lasting value

Our business model is built for long-term success. Through our sustainable products, services and building solutions, our businesses seek to deliver the greatest value to our stakeholders and our company. Underpinned by our commitment to sustainability, we continue to learn, act and reflect to ensure we are prepared for the future.

Our vertically integrated business model benefits from the efficient allocation of capital and continuous business improvements across CRH. Our ambition is to continue to deliver superior returns on invested capital and drive improvement and growth across all areas of sustainability, creating financial and societal value.





# Trends shaping our world

Oldcastle BuildingEnvelope® (OBE), part of our Building Products Division, manufactured and supplied the curtain walls and composite doors for the Watershed building in Seattle. OBE worked in close collaboration with the design and installation team to ensure the building envelope united the energy and general sustainability goals for the building. The Watershed building is pursuing Petal Recognition from the International Living Future Institute (ILFI) building standards.

## Our focus

Our focus at CRH is to be actively aware and proactive in our response to global trends that impact the lives of our customers, suppliers, employees and communities. We recognise that, as a leader, we have a significant role to play in the development of an environmentally and socially sustainable world, which recognises the importance of a just transition where no one is left behind.

In today's environment, embracing an ethos of sustainability is fundamental to delivering long-term financial and societal value. The trends we highlight in the following pages address key stakeholder priorities – from protecting health and biodiversity, to social inclusion and sustainable urban spaces for our growing global population.

## In this section

We share our perspectives on:

-  Adjusting to a post COVID-19 world
-  Committing to climate action
-  Sustainable solutions for expanding cities
-  Unlocking the potential of social inclusion
-  Combatting biodiversity loss





## Adjusting to a post COVID-19 world

The COVID-19 pandemic necessitated a global debate around people and the environment we live in. The awareness of public health, safety and protection issues greatly increased, as did the recognition of the connection between environmental changes and disease. At CRH, innovative work practices, enhanced use of IT systems and location-specific safety measures were rapidly introduced to meet the triple challenge of protecting livelihoods while safeguarding both physical and mental wellbeing.

As businesses adapt to a post COVID-19 world, there are many lessons that can be learned from the pandemic. In both a local and global context, the landscape of the work environment has been altered. Flexible working conditions have advanced the use of digital communication and increased the growth of e-commerce. In addition, society's heightened awareness of health and safety has resulted in a new era of workplace ergonomics, driving the market for better performing, durable products and materials that put hygiene and wellbeing at the heart of workplace planning.

As the recovery gets underway we look forward to “building back better” by providing materials and products for a safer and more sustainable built environment.



[Read more](#) about our actions in this area. See page 22 ➔



Roadstone, part of our Europe Materials Division, supplied concrete for the new visual control tower at Dublin Airport, now Ireland's tallest building standing at 87 metres. This project was highly commended in the 2020 Irish Concrete Society awards for demonstrating an innovative use of concrete and successfully contributing to the built environment.



## Committing to climate action

The implications of the climate crisis are becoming increasingly tangible. Worldwide, governments are strengthening policies to ensure carbon neutrality is achieved and commitments previously pledged are coming under increased scrutiny. It is imperative that the principles of the circular, net-zero economy are embedded within every aspect of our lives and we each contribute to positive change.



At CRH, we recognise our responsibility to drive change through strategic partnerships and by supporting the TCFD recommendations.

We are striving for carbon neutrality along the cement and concrete value chain by 2050, continuously innovating for a more resilient built environment and a targeted reduction in CO<sub>2</sub> emissions from our products. We are also continuing to invest in renewable energy and utilise a variety of waste streams as alternative fuels and raw materials both in our production processes and within the value chain.



[Read more](#) about our actions in this area. See page 28 ➔



## Sustainable solutions for expanding cities

Creating solutions for sustainable urban spaces is imperative for the future of the global population. Strengthening existing systems by expanding knowledge will help to reshape the world we live in.

Sustainable growth for cities requires transforming the way we build and manage our urban spaces.

We are addressing this need with multiple high-quality sustainable products and building solutions for a variety of urban applications – from energy-efficient buildings to green infrastructure for renewable energy and public transport.

Concrete is the most sustainable building material in the world, taken over the course of its lifetime, being durable, resilient to heat and water, locally produced and with fully recyclable and recarbonation potential. Through consistent work at our Innovation Centre for Sustainable Construction (ICSC), we are enhancing the abilities of concrete and maximising its potential to contribute to a sustainable built environment.



68%

of the global population will live in urban areas by 2050



Dufferin Construction, part of our Americas Materials Division in Canada, was involved in completing the Yonge Street Rapidway in Ontario, allowing for bus and rapid transit along the route, thereby providing a significant economic boost to the region.



## Unlocking the potential of social inclusion

Deep demographic shifts in the workforce – an aging population, a new generation of young professionals and dedicated social movements for equality – are changing how work is done and how new talent can be developed. There is increasing recognition that a more diverse workforce is key to unlocking value and delivering better performance.

At CRH, we acknowledge the role that business can play as an agent of positive change.

We actively engage to create greater inclusion and understanding of diversity within our communities and across our business, and encourage underrepresented groups to consider a career in our industry.

As the global construction market targets net-zero emissions, new skills will be needed to replace outdated processes. We believe that to unlock the potential of societal change, we need to empower our communities and young people with the skills and education they require. Our goal is to develop a diverse talent pipeline, encouraging young people to participate in STEM (science, technology, engineering and maths) subjects from an early age and ensuring they have the skills needed for our industry.



[Read more](#) about our actions in this area. See page 42 ➔



Northstone, part of our Europe Materials Division, monitors local biodiversity through a comprehensive database, designed to support biodiversity management at its locations.



## Combatting biodiversity loss

Protecting and enhancing the planet’s critical biodiversity is a global imperative, with the focus now shifting from mitigating damage to achieving a net positive impact.

Environmental activism has a broader reach than ever before. Through collaborative initiatives and partnerships, governments and businesses are being encouraged to transform the way they take action for the environment.

Recognising that healthy economies rely on and are sustained by nature, in 2020 CRH joined Business for Nature’s ‘Call to Action’, to advocate that “nature is everyone’s business”.

We seek to achieve wide-ranging positive impact across biodiversity, community engagement and climate change adaptation by reducing the direct impacts of our operations and playing our part to restore biodiversity. Our efforts include rehabilitating industrial spaces and integrating nature directly into the urban environment through green roofs and walls.



[Read more](#) about our actions in this area. See page 39 ➔

# Building a common future

The United Nations Sustainable Development Goals (SDGs) are a call for action to promote prosperity while protecting the planet. We are committed to being part of this development and ensuring we manage our potential impacts, while maximising our opportunities to better prepare our society for the future.





We contribute to all 17 SDGs, as they all have some connection to our business. Several topics, such as health and wellbeing and human rights are a universal responsibility. However, we have gone a step further to identify where we believe our actions have the greatest potential to make a real and lasting difference.

Having investigated the detailed sub-goals behind each SDG and how they align with our business strategy and sustainability approach, we confirmed our four focus goals and the targets behind them in which we can effect the most change.

Our industry is resource-intensive and we are aware of the challenges we face to ensure we manage our potential adverse impacts and maximise our opportunities. We are committed to building and strengthening the wide range of partnerships needed to support these goals. We will further align our processes with the SDGs and encourage all our businesses to take up this challenge.

## Our focus SDGs




	Our focus Sub-goals	Our Commitment What can we do?	Our challenges Overcoming them	Our progress What is our status?
<b>9</b> INDUSTRIALIZATION AND INFRASTRUCTURE 	<ul style="list-style-type: none"> <li>9.1 Develop quality, reliable, sustainable and resilient infrastructure</li> <li>9.2 Promote inclusive and sustainable industrialisation</li> <li>9.4 Upgrade infrastructure and retrofit industries to make them sustainable</li> <li>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries</li> </ul>	Embrace multiple breakthrough technologies across our activities and products and increase the use of next generation Building Information Modelling (BIM) to enable and inspire more sustainable construction and infrastructure.	The need for early involvement of the building materials supplier in sustainable infrastructure projects, as well as inadequate collaboration between suppliers and customers in the development and application of new technologies.	We continue to focus on innovation, research and development as we progress towards our ambition for 50% of revenue to come from products with enhanced sustainability attributes by 2025. See pages 47-49 for more information.
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<ul style="list-style-type: none"> <li>11.1 Ensure access for all to adequate, safe and affordable housing and basic services</li> <li>11.2 Provide access to safe, affordable, accessible and sustainable transport systems</li> <li>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</li> </ul>	Provide high quality products, services and building solutions to support the overall optimisation of urban systems and help to create sustainable and resilient cities.	Lack of collaboration across governments, industries and society to integrate carbon reduction strategies into the sustainable solutions needed to deliver a more climate-resilient world.	We are collaborating across our industry in designing products for resilient construction and adapting our processes to continue to meet society's needs as we work towards our 2050 ambition for carbon neutrality along the cement and concrete value chain. See pages 10 and 47 for more information.
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	<ul style="list-style-type: none"> <li>12.2 Achieve the sustainable management and efficient use of natural resources</li> <li>12.4 Achieve environmentally sound management of wastes through their life-cycles</li> <li>12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse</li> <li>12.6 Encourage companies to adopt sustainable practices and integrate sustainability information into reporting</li> </ul>	Increase the use of alternative fuels and materials within our activities and products and ensure that we use natural resources more efficiently to minimise waste and our environmental impact.	Lack of sufficient access to alternative fuels and materials and a lack of a regulatory framework that recognises co-processing as the optimal waste management solution for unrecyclable materials.	We are continuously developing innovative new technologies to recover energy from alternative fuels and increase the volume of co-processing materials. Every year we recycle tens of millions of tonnes of materials. See pages 36 and 49 for more information.
<b>13</b> CLIMATE ACTION 	<ul style="list-style-type: none"> <li>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</li> <li>13.2 Integrate climate change measures into policies, strategies and planning</li> </ul>	Design for resilient construction and adapt our processes to continue to meet societal needs, as we work towards our 2050 ambition for carbon neutrality along the cement and concrete value chain.	Insufficient support for the whole life-cycle performance of concrete products, taking into account the complete sustainability assessment of concrete and the overall sustainability outcome of its use in a structure, location or purpose.	We are focusing on adapting products to help improve the resilience of the built environment to the physical impacts of climate change. We have committed to further reducing the CO <sub>2</sub> intensity of our cement to <520kg CO <sub>2</sub> /tonne of cementitious product by 2030. See pages 28-31 for more information.

# Leveraging expertise to deliver on TCFD

As the leading building materials business in the world, we are committed to ensuring transparency around climate-related risks and opportunities. We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which represent the next step in our climate-related disclosures.

At CRH, we have a long history of disclosing on our sustainability performance and we are recognised as a leader in sustainability reporting. With five other leading companies and in collaboration with the World Business Council for Sustainable Development (WBCSD), we participated in a TCFD Preparer Forum for the Construction and Building Materials sector, a report on which was published during 2020. In line with our continuous improvement philosophy, as best practice evolves, we will continue to develop our own disclosure practices.

## How we are supporting the TCFD standards

The TCFD standards set out recommended disclosures structured under four core elements of how companies operate: governance, strategy, risk management, as well as metrics and targets. These are supported by recommended disclosures that build on the framework with information intended to help investors and others understand how reporting companies assess climate-related risks and opportunities. The detail below cross-references the TCFD recommendations with where that information can be found in the CRH Sustainability Report 2020 (labelled page ).





Case studies

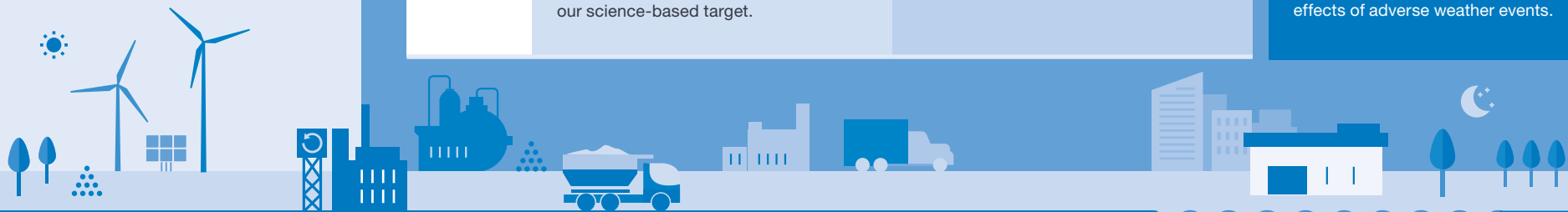
# Enterprise risk management in action

Our Enterprise Risk Management (ERM) framework enables us to proactively respond to stresses and uncertainty, which are often complex and interlinked. Here we have included examples of how we use our ERM framework to connect our climate-related risks and opportunities to strategy and financial planning. We also profile some emerging risks - these are potentially significant threats where the impact can't yet be fully understood and so we monitor these carefully. You can read more about our ERM processes on page 60.

## ERM in Action

	 Case Study	
	 <b>Connecting climate-related risks and opportunities</b>	
	<b>Strategy</b>	<b>Financial Planning</b>
	<b>Products and services</b> Leveraging innovation and other sustainability initiatives to produce lower-carbon products is an ongoing focus. At CRH, we prioritise resource efficiency, the use of recycled materials and the recyclability of products at end-of-life. This helps us play our part in the move from a linear value chain model towards a circular economy as we provide our customers with integrated building solutions.	<b>Revenues</b> Lower-carbon products that offer climate-related adaption and mitigation properties are a key element of our product portfolio. Examples of low-carbon products are seen across our operating companies, from lower-carbon cement to building products with energy savings. To that end, we have a target of achieving 50% of revenue from products with enhanced sustainability attributes by 2025.
	<b>Supply and value chains</b> The potential effects of physical climate change, such as rising sea levels and flooding, are going to impact many people around the globe. At CRH, we assess our locations to counteract any transport difficulties or supply chain interruptions that may arise from the changing weather patterns and water risks.	<b>Capital expenditures</b> We use an internal carbon price in relevant capital expenditure approval processes, with the aim of directing investments towards efficiency, optimisation and lower-carbon solutions. Our internal carbon price is an important part of our financial planning when assessing different projects, as it facilitates the comparison of differing carbon level impacts.
	<b>Operations</b> The building materials industry is, by nature, an environmentally intensive sector. At CRH, we are committing to a low-carbon future through our ambition for carbon neutrality along the cement and concrete value chain by 2050. In our operations, we aim to reduce our direct and indirect CO <sub>2</sub> emissions in line with our science-based target.	<b>Acquisitions and divestments</b> At CRH, we assess sustainability performance in our ESG due diligence to better understand how acquisitions can support the achievement of our climate and broader sustainability ambitions.

	 Case Study
	 <b>Monitoring emerging risks</b>
	<b>Workforce shortages</b> We operate in a labour-intensive industry where labour shortages can impact the ability to manufacture, produce, supply and install our products. Any significant shift in demographics, educational or economic trends can have a long-term effect of tightening labour pools, adversely impacting our operations and financial performance. To mitigate potential long-term trends, we implement talent management processes focused on attracting a diverse workforce, as well as developing and retaining existing employees.
	<b>Adverse weather events</b> Activity in the construction industry can be influenced by the seasonal impacts of weather. Exacerbation of acute weather events can present physical barriers to on-site work, reduce demands and hinder operational and financial performance. We mitigate the impacts by playing our part in addressing climate change, protecting water resources, reducing waste through process efficiency and offering innovative and sustainable building solutions, which counteract the effects of adverse weather events.



# Contributing to a sustainable future

At CRH, we have put sustainability at the heart of our business strategy. Our focus continues to be on building a long-term sustainable business for our employees, customers and communities for the decades ahead. We are proud of the progress CRH has made and the actions we are taking to further progress sustainability, inside and outside of our organisation.

	2030 Ambitions	CRH Targets
	<b>Safety</b> Our ambition is to have a culture of safety and wellness working towards zero harm	 <b>ZERO</b> fatalities in any year
	<b>Environment</b> Our ambition is to address climate change as we strive for carbon neutrality along the cement and concrete value chain by 2050	 <b>33%</b> CO <sub>2</sub> reduction to <520kg net CO <sub>2</sub> / tonne cementitious product by 2030
	<b>People</b> Our ambition is to be a business where everyone has the same opportunity to develop and progress	 <b>33%</b> female senior leadership by 2030
	<b>Products</b> Our ambition is to deliver innovative products and solutions to drive progress towards a resilient, net-zero built environment	 <b>50%</b> revenue from products with enhanced sustainable attributes by 2025

## CRH status update

We believe that CRH can play a leading role in responding to the global trends that are shaping our future. We have a long history of setting and achieving ambitious sustainability targets that assist us in delivering long-term value and growth. In our 2019 Annual and Sustainability Report we set ourselves a new set of ambitions.

Our 2030 targets are vital to the delivery of our business objectives and have been benchmarked against leading companies. We have considered the ambitions of governments and global institutions, such as the UN SDGs and the Paris Agreement.

The COVID-19 pandemic has posed enormous challenges around the world. However, we are determined not to lose sight of our sustainability commitments.

Through continued focus on innovation, research and development and communication, we are making good progress across our 2030 ambitions. You can find out more about our progress on page 15.



## Additional sustainability targets

We have set additional sustainability targets as a means to continuously improve our high standards of performance and management.

These additional targets are linked to our six sustainability priority areas and reflect changing industry association expectations, as well as those of various investors and rating agencies. They reflect commitments we have made as part of industry collaborations as well as our strategic objective of continuous improvement.

To drive transparency and performance, we will be measuring our progress and holding ourselves to account. We have learned from our journey to date that collaborating with partners and listening and responding to our stakeholders, ensures CRH plays a leading role in shaping a sustainable future.

<b>100%</b> Minor emissions monitoring at clinker plants 	<b>NO<sub>x</sub>, SO<sub>x</sub>, Dust</b> Air emissions reduction at cement plants 	<b>100%</b> of companies to have Community Engagement Plans by 2030 
<b>100%</b> of companies to have water management plans in place by 2030 	<b>100%</b> of locations in sensitive areas to have a Biodiversity Management Plan by 2030 	<b>95%</b> of relevant employees to receive CoBC training in a reporting year 
<b>95%</b> of companies to have waste recycling programmes in place by 2030 	<b>100%</b> of suppliers compliant with Supplier Code of Conduct 	

## Safety



### Why is this important to CRH?

“As the world’s leading building materials company, we have an opportunity and a responsibility to continue to raise safety and welfare standards and keep people out of harm’s way across our industry and beyond.

The COVID-19 pandemic highlighted the importance of working together to put the health and safety of people first. Our culture of safety ensured that we were able to quickly adapt to new ways of working to mitigate against any potential risks.

Looking forward, we will continue to drive our ambition of eliminating serious harm through embedding a culture of safety and wellbeing across all operations and empowering our employees to act.”

#### Lee Cole

Vice President, Environmental, Health and Safety, Americas Materials

## Environment



### Why is this important to CRH?

“At CRH we are committed to climate action through our processes, products and relationships. Our 2050 ambition to achieve carbon neutrality along the cement and concrete value chain is testament to our practices and fosters an ethos of collaboration and innovation across CRH.

We acknowledge the inherent responsibility that we have to deliver products that enhance the resilience of urban landscapes and contribute to a net-zero built environment.

By investing in people, innovation and partnerships we are progressing our climate commitments, making a positive social impact in the communities where we do business and increasing awareness around sustainability across our industry and beyond, to further drive climate action.”

#### Seamus Lynch

Managing Director, Group Technical Services

## People



### Why is this important to CRH?

“Our ambition is to be an organisation with a truly inclusive culture. We know that this is a prerequisite to allowing real diversity to flourish. We also know that when our employees feel included, and a sense of belonging, they will contribute to the best of their ability. This will accelerate creativity, learning and new ways of thinking - all of which drive business performance.

While we have made significant initial strides, it takes ongoing commitment to build a fully inclusive and diverse organisation. We are committed to ensuring that our people practices support fair and equal access to opportunities; that Inclusion & Diversity is a core leadership value; and that our working environment supports our people and future generations of CRH leaders to feel empowered to deliver our strategy.”

#### Catherine Dolmans

Senior Vice President of Talent and Chief Inclusion & Diversity Officer

## Products



### Why is this important to CRH?

“Our customers are increasingly working to address the challenges associated with developing net-zero energy buildings, reducing carbon emissions, reducing construction waste and developing smart sustainable cities.

We acknowledge the challenge and responsibility in delivering sustainable products and solutions that enhance the customer’s vision for sustainability and stand up to the evolving standards of modern construction.

Through a continued focus on innovation, research and development and collaboration across the construction value chain, our sustainable products and structures are contributing to greater resource and energy efficiency, as well as lower emissions, all of which results in a smaller carbon footprint both for us and our customers.”

#### Diego Santamaria Razo

Director, Innovation Centre for Sustainable Construction

### Progress



**Target**  
Zero fatalities, in any year



2030 TARGETS

#### Current position

We deeply regret to report that one employee and two contractor fatalities occurred in 2020

Ongoing

### Progress



**Target**  
33% CO<sub>2</sub> reduction to <520kg net CO<sub>2</sub> / tonne cementitious product by 2030



2030 TARGETS

#### Current position

26% reduction in CO<sub>2</sub> emissions, compared with 1990 levels

2020 26% 2030

### Progress



**Target**  
33% female senior leadership by 2030



2030 TARGETS

#### Current position

16% females in senior leadership

2020 16% 2030

### Progress



**Target**  
50% revenue from products with enhanced sustainability attributes by 2025



2030 TARGETS

#### Current position

46% revenue from products with enhanced sustainability attributes

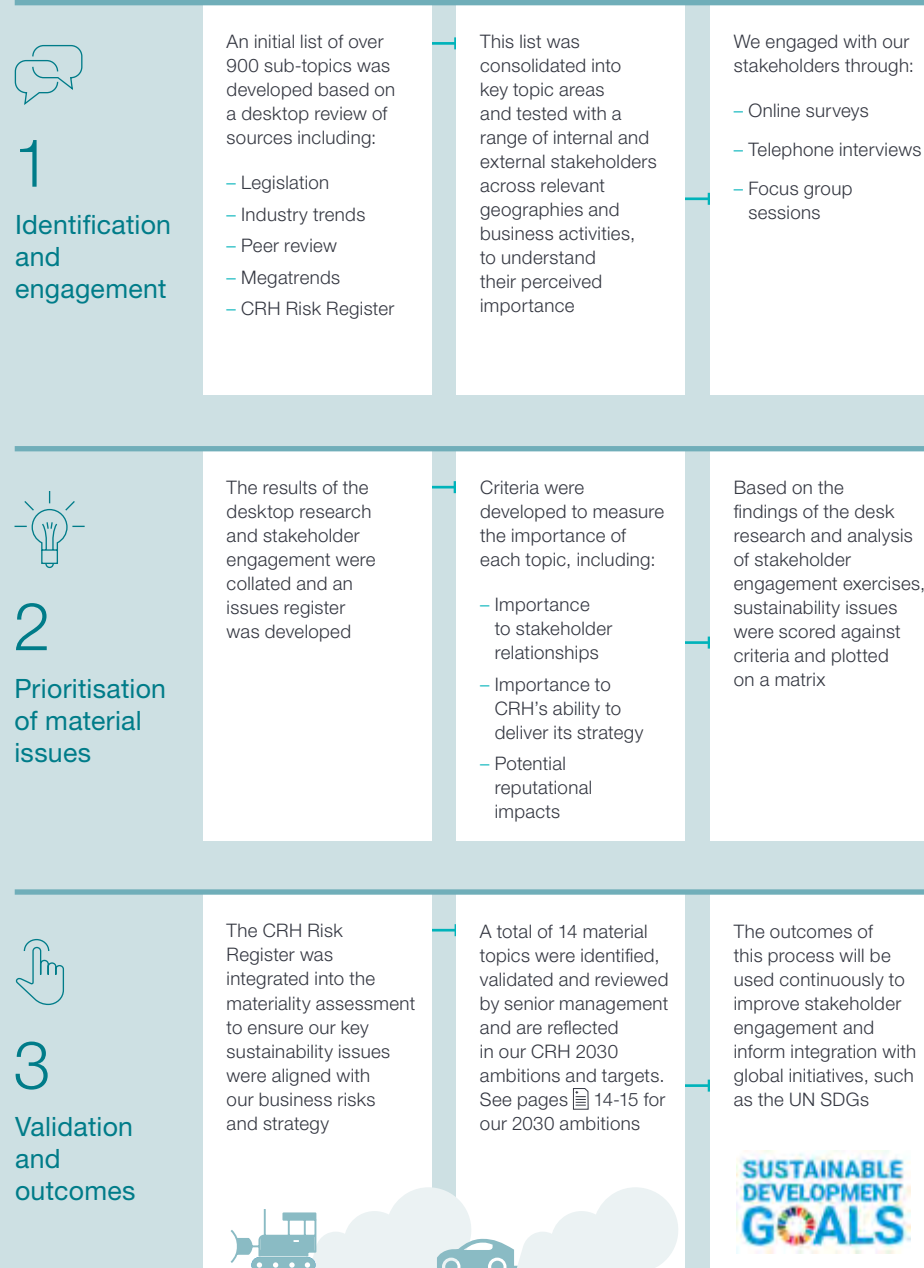
2020 46% 2025

# Defining the sustainability landscape

Sustainability is a broad area. Regular formal materiality assessments are part of the range of processes, including annual sustainability reporting and risk management reviews, that we use to identify the sustainability topics that are most relevant to our business and stakeholders. These processes help us monitor risks and opportunities and articulate what matters most to society.

During 2020, we reviewed the findings of our last formal materiality assessment process, which was completed in 2019. We determined that the outcomes of that process remain valid. The process included desktop research, internal and external stakeholder engagement and data analysis. It highlighted new and emerging sustainability topics for CRH and our stakeholders, allowing us to identify and define the material topics that should be elevated in our business strategy and reporting.

## How we defined our material issues



## Our assessment approach

In 2019, we contracted third-party sustainability experts to carry out our formal materiality assessment process. We identified relevant stakeholders, taking into account our diversified business and geographic spread, including executive leadership, senior management, employees, customers, suppliers, sustainability specialists, academics, government, non-governmental organisations (NGOs), environment, social and governance (ESG) agencies and trade associations.

We engaged with stakeholders through online surveys, telephone interviews and focus groups, testing a range of sustainability topics and asking them to rank the relative importance of each topic in relation to the impact on them, their community and their business. Stakeholders also had the opportunity to provide unprompted feedback. The insights we gained were extremely valuable in helping us to manage future risks and opportunities. The process also enabled greater conversation with our stakeholders.

## Identifying what matters

The assessment identified 14 material topics (shown in detail in our materiality matrix on page 17) considered most critical to the CRH business and our stakeholders. While the topics were reflected in previous materiality assessments, some matters were regrouped to bring more clarity about how they are connected. The topic of energy and climate change moved among the top priorities, as did the topic of employees. While always of high importance to CRH, these topics increased in importance due to the growing external focus on climate change and inclusion and diversity.

In light of some of the prominent issues occurring in 2020, we have reassessed our material topics through internal workshops with relevant functions in CRH. It was determined that our key material topics remain the most significant sustainability topics for CRH, as they incorporate the more current issues of the COVID-19 pandemic, social justice issues, climate change, etc. The process has enabled us to reiterate the UN SDGs to which our own sustainability actions are most closely aligned (see page 11). Our list of material topics also supports the development of our 2030 ambitions and commitments.



# Defining the sustainability landscape

Continued

## Regional and activity boundaries

Throughout the assessment process, the diversification of CRH in terms of business activities and geographies was addressed, so that a global view could be reflected.

Certain sustainability topics were shown to be more relevant for the different activities and geographies. For example, the topic of alternative fuels and materials was found to be most relevant for our cement businesses.

The relevance of some sustainability topics did not vary significantly by either geography or business activity, including the topics of health and safety, employees, energy and climate change, economic value creation and customers and products.

## Materiality matrix



Increasing importance to CRH →	
<b>1</b> Health and safety	<b>7</b> Resource efficiency and management
<b>2</b> Water	<b>8</b> Alternative fuels and materials
<b>3</b> Biodiversity, ecosystems, land use and quality	<b>9</b> Customers and products
<b>4</b> Hazardous materials, waste and emissions	<b>10</b> Human rights
<b>5</b> Energy and climate change	<b>11</b> Community and society
<b>6</b> Employees	<b>12</b> Sustainability governance and advocacy
	<b>13</b> Business practices
	<b>14</b> Economic value creation

## CRH's key priority areas



## Next steps

Looking to the future, we will monitor our progress in these areas and provide updates annually in the Sustainability Report. We will use the outcomes to continuously improve our stakeholder engagement processes and to inform further integration with global initiatives, as we seek to deliver long-term value creation from sustainability.

[Read more](#)

[Click here](#) to read more information on our 2030 ambitions and targets

# Leveraging our global scale to drive sustainability

Population and economic growth, along with the need to continually build and maintain the built environment, are among the fundamentals driving demand for CRH's materials and products. While the prioritisation of material sustainability topics can vary across our Divisions, we will continue to leverage our global scale to meet the demands of economic growth, shifting demographics and sustainable development.

The extensive footprint of businesses across our Divisions sees us well positioned to meet the growing demand for more sustainable forms of construction. Wherever we operate, our work is underpinned by our values including putting safety first, continuously creating value and leading with integrity.

## Americas Materials

Our Americas Materials Division is the leading building materials business in North America, providing building materials and paving and construction services in 46 US states and six Canadian provinces. As a supplier of materials including asphalt, aggregates, cement and readymixed concrete, our businesses support a broad range of construction projects including major public infrastructure, commercial buildings and residential homes.

Currently over 80% of the US population lives in urban areas. The continued growth of these urban areas presents concerns for a sustainable future, particularly if cities cannot adequately address the rise of resource consumption, CO<sub>2</sub> emissions, social inequality and environmental degradation. Meeting the demands of a growing population while supporting the development of sustainable cities requires significant transformation in the way we build and manage our urban spaces.

By developing value-added sustainable products and implementing sustainable initiatives to address material issues, our Americas Materials Division is positively contributing to society and helping to address potentially negative impacts. These include reducing emission levels, increasing the use of alternative materials and focusing on adapting products to help improve the resilience of the built environment to the physical impacts of climate change.

## Europe Materials

Our Europe Materials Division is the leading heavyside player in Europe with a broad geographic reach spanning 21 countries. The Division operates primarily across Western and Eastern Europe as well as in Asia, supplying a broad range of construction projects from public infrastructure to commercial and residential homes.

Increasing sustainability in Europe will require far-reaching societal change, engaging all sectors of the economy and society. Businesses are coming under increasing pressure to align with measures such as the European Green Deal and deliver CO<sub>2</sub> emissions reductions. This is especially true for the industries related to food, energy, mobility and construction. Resource efficiency and the need to move to a more circular economy is increasingly understood to be a key enabler of sustainability.

To meet these challenges, our businesses in our Europe Materials Division continue to produce high-quality sustainable products that contribute to the low-carbon, circular economy, as well as deliver continuous improvements across our operations. In addition, we are working with customers across Europe to apply innovative digital construction technologies and carbon management processes to reduce the embodied and operational carbon footprint of individual structures.

## Building Products







Our Building Products Division operates across 19 countries globally and is a leading manufacturer and supplier of innovative building products and solutions to the global construction market. The Division brings together our related products businesses in Europe, North America and Asia Pacific. These businesses provide solutions that meet the current needs of our customers and address the long-term opportunities presented by economic development, changing demographics, sustainable development and other evolving global construction trends.

Architects, engineers and customers are increasingly working to address the challenges associated with developing net-zero energy buildings, reducing carbon emissions, reducing construction waste and developing smart, sustainable cities. Increasing consumer demand for more sustainable products, as well as new environmental regulations, pushes manufacturers to commit to sustainable and circular outcomes in their processes.

To address these challenges, our businesses in our Building Products Division are continually re-thinking the nature of sustainable construction, ensuring our products deliver sustainable building solutions, as well as lowering the carbon footprint of our activities. Our businesses continue to develop specialised products and solutions to help our customers across the world deliver buildings with a superior sustainability performance.

# Sustainability priorities

## Our sustainability priorities

 Safety	20
 Environment	26
 People	40
 Products	46
 Collaboration	50
 Integrity	58

## Navigation



Click on this icon to read additional information in the Sustainability Report on a specific topic



Click on this icon to read additional reports and assessments available on [crh.com](https://www.crh.com)



Click on this icon to find more information on CRH, our businesses and our sustainability performance available on [crh.com](https://www.crh.com)



Look for this icon throughout the Sustainability Report to find out more information on our 2030 targets and ambitions



**Albert Manifold**  
Group Chief Executive

"At CRH, we closely monitor trends shaping the future of construction - including increasing urbanisation, the growth of cities and the influence of technology and digitisation. We continue to evolve to address the changing needs of our customers and the growing demand for integrated building solutions to reduce the impact of construction on our world."

We are a global leader in concrete, the world's most sustainable building material when evaluated on a lifecycle basis. Prefaco, part of our Europe Materials Division, provided a range of precast concrete solutions to the new Hôtel ibis Styles Liège Guillemins in Belgium, including 16,000 m<sup>2</sup> shuttering slabs, 10,000 m<sup>2</sup> double walls, 30 m<sup>3</sup> beams and 102 stairs.



# Safety

## In this safety section

Leading with our culture of safety	21
Building on our safety management systems	22
Driving our ambition of zero harm	23
Empowering our people to make safe decisions	24
Prioritising health and wellbeing	25

"The biggest challenge in our sector is to protect people from the potential safety risks that are present every day. As a leader in the building materials industry, we have a responsibility to our employees, contractors, peers and customers to continuously drive our collective safety performance, protecting the health and lives of all our stakeholders."



**Brian Colbert**  
VP, Risk Management  
CRH in Americas



Across CRH, significant changes have been implemented to protect our employees and communities from the risks of COVID-19. Dufferin Construction Company, part of our Americas Materials Division, has adapted to new ways of working to ensure that people are protected. This extended to its annual safety pause event, which was hosted in 2020 in line with new COVID-19 protocols, including social distancing at all times.



## Leading with our culture of safety

In an industry with many safety risks and hazards, safety is our number one priority. We continue to embed a culture of safety and wellness, working towards our ambition of zero harm.

### Building a world-class safety culture

We are committed to conducting our business in a manner that ensures the health and safety of our employees, contractors, customers and the general public.

Our Health and Safety Policy (see page 67), is applied rigorously across all our operating companies. It is complemented by the industry-leading CRH Life Saving Rules, designed to support our focus on eliminating fatalities. Our global network of safety officers collaborate with regional and internal specialists to support our businesses in implementing policy and practice, as well as company health and safety processes, including contractor management and Employee Assistance Programmes (EAP).

Our leaders are accountable for achieving safety excellence at every location, with clear lines of responsibility through operational management up to the Chief Executive, the Safety Council, the Safety, Environment & Social Responsibility (SESR) Board Committee and ultimately, the CRH Board. The CRH Board and SESR Committee receive regular updates covering policies, plans, and actions required in relation to serious incidents.

We are well practiced at integrating acquisitions into our safety culture and we have robust processes in place to address the often-significant challenges in countries and regions that traditionally have poorer safety records.

Our culture of safety ensured that we were able to quickly adapt to new ways of working to mitigate against the risk of COVID-19. By implementing best practice from the outset, this allowed us to protect our employees and livelihoods and continue to provide essential services to the communities we operate in (see page 22).

 Policies

[Click here](#) for our Health and Safety Statement of Policy



### Safety Management

#### What are the challenges and how are we managing them?

Our operations involve high-risk activities that could potentially impact health and safety. We understand that safety is a salient human rights issue and a moral imperative. We have built a world-class safety culture across our business. With effective training, behavioural-based safety processes and continued development and integration of data analytics into safety management systems, we are reducing risks at every opportunity. We collaborate across the value chain through our membership of global and regional organisations to improve health and safety standards throughout the industry.

#### “ Our stakeholders tell us

“To help ensure a safer workplace in an industry with many safety risks, and going well beyond mere compliance obligations, CRH is recognised as an industry leader focused on identifying and minimising workplace hazards with an emphasis on ensuring employee buy-in to help control those hazards that may have significant risk potential.”

Howard Marks  
Vice President - EH&S, National Asphalt Pavement Association



COVID-19 has forced us to redefine workplace safety. Heembeton, part of our Europe Materials Division, has implemented new innovative ways to maintain social distancing and ensure employee safety. Employees on-site are asked to wear individual Personal Distance Device bracelets equipped with software capable of determining the distance between bracelets. Should individuals move closer than the recommended two metres distancing, they are alerted via the bracelet.



Staker Parson, part of our Americas Materials Division, is finding ways to ensure customer and employee safety through the COVID-19 pandemic. QR codes are being used to support social distancing, allowing customers to view the product pricing without physically touching price sheets to place orders. As such, customers can view pricing and place their orders without physically handling pricing books. Additionally, the team placed markers on the floors to distance customers from the counter and allowed one customer in the lobby at a time to keep everyone safe.

# Building on our safety management systems

We believe a safe and secure workplace is a fundamental right. Therefore, we implement appropriate safety management systems at every one of our locations to create a safer work environment for all.

## Responding to COVID-19

At CRH, we always put the health and safety of people first. In response to the COVID-19 pandemic, we have taken precautionary measures to ensure that people are protected and to help contain further spread of the virus. With our strong culture of safety we were able to move quickly to implement best practice measures from the outset, in line with recommendations and guidelines issued by governments and the World Health Organisation. These included implementing strict hygiene and social distancing measures at all our locations, wearing appropriate personal protective equipment (PPE) at all times and enabling employees to work from home where possible. This allowed our businesses to continue to provide essential services while protecting jobs and livelihoods as we all came to terms with the changes brought by the pandemic.

## Investing in safety

Over the last five years we have invested up to \$260 million in all aspects of health and safety. In 2020, as well as our continued focus on contractor safety, we invested further in mobile plant safety, such as machinery guarding, improvements in platforms and fall protection measures, electrical system upgrades, pedestrian/mobile plant segregation and noise and dust reduction initiatives. We also invested in measures to protect against COVID-19.

We continually invest in road and transport safety. To reduce potential risks, we combine robust controls and investment in technology, such as telematics and advanced warning systems, with training and monitoring of employees and contractors to ensure safe driver behaviours. Due diligence processes are in place for acquisitions, to identify any issues with health and safety. Mitigation plans are put in place with the appropriate CAPEX to close out any issues.

## Effective safety management

To continuously improve safety, our businesses implement safety management systems, as relevant to their activities and regions and 100% of our operations are covered by a safety management system. In 2020, 54% of locations in Europe were certified to OHSAS 18001/ISO 45001, with the remainder using different systems. In the US, we comply with the safety systems set by the relevant safety authority. Group construction safety protocols continue to be integrated into the day-to-day operations at relevant operating companies to address challenges that can occur during construction projects.

We carry out a comprehensive annual review of the health and safety performance of all operating companies. Review findings are reported to the SESR Committee and are fed back to our operating companies through our network of safety officers. Safety is on the agenda at every SESR meeting and there are regular safety calls with management and monthly reporting of safety performance to the Board and management.

To drive continuous improvement, we implement a global safety audit programme across our operations. In 2020, 86% of our 3,110 locations were audited for safety by either internal safety managers or external agencies. Breaches of safety procedures are subject to investigation and potential disciplinary action.




## Managing risks

We focus on eliminating hazards at source, carefully planning our activities, identifying potential hazards through risk assessment, managing risks and investing in necessary areas for improvement. A hierarchy of control approach is followed, with the preferred control being to eliminate the risk. Where issues are identified they are mitigated or remediated.




## Collaborating for safety

We take a leadership role in safety discussions with peers and the wider industry. We are a member of the Global Cement and Concrete Association (GCCA) and regional industry associations including CEMBUREAU, the European Cement Association and the National Asphalt Pavement Association (NAPA) in the US. Through these partnerships and others, we continue to have a positive impact on the increasing global standards of safety among suppliers, contractors and industry in general. For example, we are working with the GCCA to develop transport safety protocols with the aim of improving road safety.

### Safety management 2020 (% operating companies)

Accidents investigated		100%
Safety meetings		100%
Near misses recorded		100%

### Employee safety management 2020 (% operating companies)

Safety inductions		100%
Disciplinary measures		100%
Risk assessment		100%


\$260m

invested in health and safety over the last five years





Case studies



[Click here](#) to read more information online about our approach to safety

# Driving our ambition of zero harm

We continue to drive our ambition of zero harm through embedding a culture of safety and wellbeing in our business and empowering employees to act. We use our reporting systems to track and identify potential risks resulting in clear actions to remedy any safety issues that may arise.

## Reducing accidents

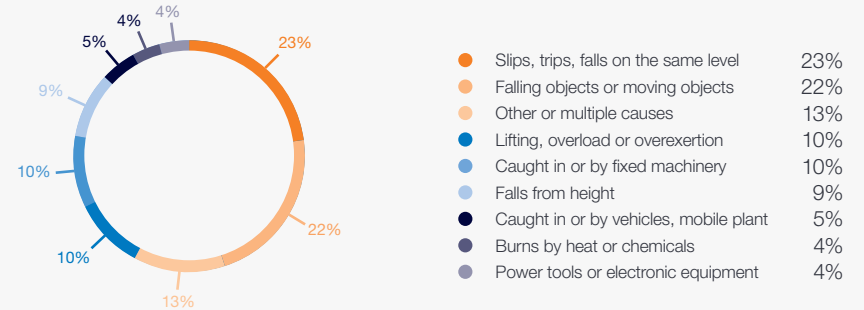
As evidence of our ongoing progress, our accident frequency rate and severity rate have reduced by an average of 8% and 6% respectively per annum over the past decade. In 2020, 94% of locations recorded zero accidents, similar to the previous year. The accident frequency rate in 2020 was 1.4 lost time accidents per million work-hours. The main causes and types of accidents in 2020 are similar to previous years and highlighted in the graphs on this page.

## Targeting zero fatalities

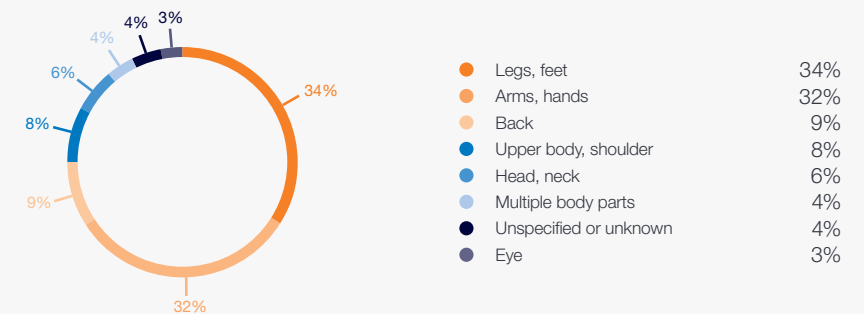
Eliminating fatalities is our highest priority, demonstrated by our 2030 target of zero fatalities in any year. The mandatory CRH Life Saving Rules focus on the top causes of fatalities including contractor management, vehicle movements on/off site, being struck by falling objects, failure by individuals to abide by established plant isolation (Lock Out/Tag Out) procedures and falls from height.

Achieving our target of zero fatalities is an ongoing challenge despite there being zero employee or contractor fatalities in 2019. In 2020, we deeply regret to report that one employee and two contractors lost their lives. We extend our sincere sympathies to their families. We independently investigate all fatalities to understand the events involved and identify ways to prevent future occurrences of such incidents. The findings of these investigations are communicated across our operating companies and shared with the wider industry with the goal of preventing future accidents through lessons learned. We use other internal KPIs, such as recordable incidents and near miss reporting, to help drive performance.

Accidents by cause 2020



Accidents by injury type 2020



Frequency rate (Number of lost time accidents per million work-hours)



Zero accident locations (% of locations)



### Disclosures

[Click here](#) for more information on our Safety KPIs ➔



94% of locations were accident-free in 2020



## Empowering our people to make safe decisions

We give our employees and contractors the tools, specialised training and resources needed to ensure their safety. We actively promote a culture that values safe behaviour in all our actions. Everyone working at CRH has the authority to stop unsafe work on a no-reprisals basis.

### Promoting our safety culture

Safety is incentivised where appropriate through recognition and in bonus structures. Excellence in safety performance is recognised through internal safety award schemes at business unit and regional levels. The CRH Life Saving Rules are supported by various region-specific communication programmes that use a variety of channels to reach employees, including video, social media, safety alerts and toolbox talks to raise awareness of safe working practices.

In 2020, as operations fluctuated to adhere to local COVID-19 restrictions, engagement moved from face-to-face meetings to more online interactions. This resulted in a reduction in the number of employees involved in formal joint management/worker safety dialogue meetings to 73%. As operations return to normal, we expect the frequency of such meetings to increase. Safety remains an integral part of discussions with trade unions, covering topics such as safety initiatives, COVID-19 mitigation plans and ongoing fatality elimination actions.

### Health and safety training

We take a holistic approach to safety training, using customised training techniques including on-the-job training, classroom training and using technology platforms to provide virtual training. In addition, our frontline leadership and senior management development programmes include strategic safety modules to ensure our commitment to safety is integrated into all levels of the business.

In response to COVID-19, we moved the majority of our classroom training online. Ensuring the training remained effective and engaging was a challenge given the short timelines and the need to ensure all relevant employees had the necessary tools to complete the training. Despite these challenges, in 2020, employees completed a total of 1.4m hours of health and safety training, an average of 19.2 hours per employee across all categories.

### Managing contractor safety

We employ large numbers of contractors to carry out many different tasks, such as carrying out specialised work, supplementing labour requirements and delivering products. However, direct control over contractor processes and safety training is an ongoing challenge. To address this, our businesses have robust safety management systems that require all contract employees to have the relevant training and qualifications to carry out the job safely. Our 'no-compromise' approach to contractor safety includes disciplinary measures where performance falls below expected standards.

In 2020, we completed over 158,600 contractor transport safety checks to ensure that contractor equipment, training and approach complies with our rigorous safety standards. In addition, in 2020, 1,416 contractor disciplinary actions were recorded and addressed, demonstrating our robust approach.

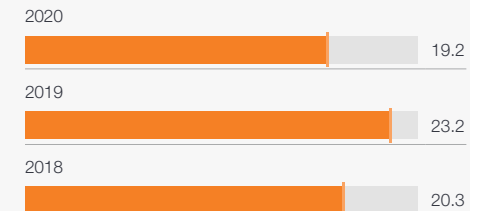
### Safety in our supply chain

When suppliers enter our sites to deliver products, they are expected to comply with our safety requirements. However, ensuring rigorous safety standards within our supply chain is more difficult to influence and we identified this as one of our salient human rights issues. To address these challenges, our procurement processes, including monitoring, risk analysis and third-party auditing, ensure that supplier safety is a core part of our supply chain management (see page 54 for more information).

### Meeting customer expectations

Customers trust us to provide them with safe, high-quality products. All our products are designed and manufactured to be safe for their intended use. We monitor customer feedback and work closely with regulators, standard setting agencies and academic institutions to continue to progress the safety standards of our products and services. In addition, we continuously share safety information with our customers. Our dedication to product safety, as well as our strong safety performance, has enabled us to win tenders with customers that integrate high standards of safety into their own assessments.

#### Safety training (Number of hours per employee)



#### Contractor site inductions (% operating companies)



CRH Hotline

Click here for more information on our CRH Hotline, available to all stakeholders to report any safety concerns





## Prioritising health and wellbeing

We aim to promote a positive physical and mental health environment in the workplace. We want to create a place for employees and contractors to thrive and to be the best version of themselves. We have an opportunity and a responsibility to raise safety and welfare standards and keep people out of harm's way across the building materials industry.

### Ensuring employee wellbeing

We implement employee health and wellbeing programmes across our operating companies, providing incentives, tools, social support and strategies on physical and mental health. This includes optimising ergonomics, providing regular health screening, reducing noise impact and reviewing occupational hygiene. Employees can access these programmes in different ways, including face-to-face consultation with a medical professional, through a confidential helpline, or through an online service.

In 2020, 98% of operating companies had health and wellbeing programmes in place. These focused on issues such as smoking cessation, stress reduction, diet, nutrition, fitness, weight management, vaccinations and drug and alcohol awareness. In addition, 91% of operating companies also offer assistance with employee health insurance.

### Mitigating health risks

We continue to focus on mitigating occupational-related ill-health across our locations. As well as promoting general health and fitness, we manage specific health risks associated with the building materials industry. These include occupational noise levels, airborne dust and the potential for respirable crystalline silica (RCS), which, if not controlled, can cause long-term health issues.

We use the hierarchy of controls to reduce employee's exposure to dust and RCS. In addition, we work with our employees and contractors to ensure they are aware of the potential health risks associated with exposure to RCS in order to change attitudes and behaviours. We share best practice across the industry through our membership of various trade associations to reduce exposure across the industry.

Workplace monitoring of noise, dust and RCS is ongoing across CRH, in accordance with best practice and local or national requirements. A very low incidence of occupational illness cases were recorded in 2020.

### Championing mental wellbeing

At CRH, we know that looking after our mental health is just as important as looking after our physical health. The changes in working and personal situations as a result of the COVID-19 pandemic has put a greater emphasis on how valuable it is to maintain good mental health.

We are committed to fostering an inclusive working environment that supports our people at all times. We want to help break down the stigma around mental health by encouraging our employees to have conversations about this important topic. To promote the importance of this topic across our businesses, in 2020, we marked World Mental Health Day, an internationally recognised day for global mental health education and awareness. Many of our operating companies are providing mental health support services for employees, to help address any issues they or their colleagues, friends or family may be having.

For example, Tarmac, part of our Europe Materials Division in the UK, is a Business Champion of 'Mates in Mind', a charity set up to encourage the discussion around mental health in the construction industry. Through this partnership, Tarmac has rolled out a training programme for employees and key managers to raise awareness of mental health issues. Tarmac, like many of our operating companies, also provides support through its Employee Assistance Programme (EAP), a free, confidential, independent helpline available to all employees and immediate families, offering advice and support through a personal crisis or stressful situation, be it in their professional life or at home.



Prioritising the health and wellbeing of employees is more important now than ever before. EQIOM, part of our Europe Materials Division has successfully implemented a Wellbeing at Work programme, which provides training and support to employees. Areas of focus include work environment, health and lifestyle, work-life balance and relationships. This is one example of the health and wellbeing initiatives that are run across our operating companies, encouraging employees to look after their mental and physical well-being both in work and at home.

98% of operating companies had health and wellbeing programmes in 2020





# Environment

## In this environment section

Investing in environmental management	27
Transitioning to a net-zero society	28
Collaborating for climate action	29
Understanding our carbon footprint	30
Reducing emissions through innovative solutions	31
Driving actions for carbon neutrality	32
Innovating for carbon efficiency	33
Optimising energy efficiencies	34
Preserving air quality	35
Delivering solutions for process efficiency	36
Promoting responsible water use	37
Protecting biodiversity and heritage	38
Collaborating for biodiversity benefits	39

"People today recognise the increasing need to take decisive action to address climate change and build the foundations of a sustainable, competitive, low-carbon economy. We are committed to playing our part in driving the changes needed for the low-carbon era."



**Chris May**  
 VP, Safety and Environmental Operations,  
 Americas Materials

Our operations use recycled materials from both our own and other construction and industrial process. For example, Idaho Materials & Construction, part of our Americas Materials Division, used high levels of recycled asphalt pavement (RAP) as part of the recycled materials Centennial Park paving project, thereby reducing the quantity of raw materials used in production, reducing the amount of waste materials generated and supporting the transition to a circular economy.



## Investing in environmental management

As a leader in our industry, we are committed to better understanding of environmental management and protection, both locally and globally. We actively engage with a wide variety of stakeholders as part of our processes for managing environmental risk, driving continuous improvements in our performance and ensuring the consistent availability of resources.

### Further strengthening our performance

With our global scope and influence, we aim to integrate environmental considerations into all our business decisions so that we can minimise our environmental footprint and step up our contributions to solving sustainable development challenges, such as climate change, air quality, circular economy, water, land use and biodiversity.

Our Environmental Policy (see page 67) ensures that we maintain high standards of environmental protection across our organisation and demonstrates our commitment to implementing and exceeding best practices concerning environmental issues. We apply this policy across all operating companies.

The Board has designated the SESR Committee with responsibility for monitoring developments in environmental impacts and opportunities and for ensuring our Environmental Policy is implemented in all business lines. Our location managers are accountable for the effective day-to-day implementation of the Policy across all our operating locations. They are supported by a strong network of experienced Environmental Liaison Officers who engage with each other and regional and internal specialists to share best practices and experience.

We internally monitor implementation of our Environmental Policy and requirements through our annual Environmental Review data collection process, aiming to link these KPIs to the value we create for our business and wider society.

### Managing environmental risks

The building materials industry is, by nature, an environmentally intensive sector and we strive to comply with all applicable environmental regulations and permits required to minimise or eliminate negative impacts on the environment. We require all our operating companies to establish appropriate environmental management systems (EMS), in line with local environmental permit requirements.

In 2020, approximately 870 operating locations were certified to ISO 14001 EMS standards and 91% of our subsidiary clinker plants were ISO 14001 certified. We are proud to have achieved our 2020 target for 90% of relevant businesses to have a permitted or certified EMS.

### Ensuring compliance

We are pleased to report continued excellence in environmental compliance in 2020. During the reporting year, fines totalling \$390k were paid to regulatory authorities. These related to a number of minor issues, none of which caused significant environmental damage.

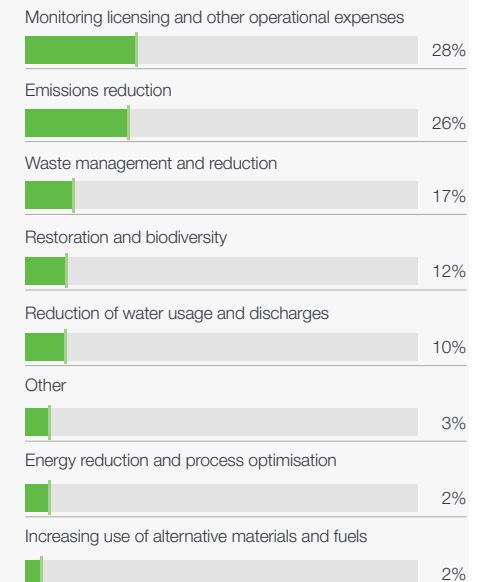


OPTERRA Karsdorf, part of our Europe Materials Division, has achieved gold certification from the Concrete Sustainability Council for sustainable management practices. The plant is now one of eight cement plants in the world to hold the certification and demonstrates the leadership and ability of CRH in championing sustainability.

### Investing in our environment

We continuously invest in technology and efficiency projects across our operating companies to enhance environmental performance, as well as investing in the environmental element of major capital investment projects. In 2020, our total environmental expenditure was \$173 million in areas such as carbon reduction projects, resource efficiency systems and water management. We will continue to seek investment opportunities that transform our processes and enable significant improvements in our environmental performance.

#### Significant areas of environmental expenditure 2020 (total: \$173 million)



**\$173million**

invested in environmental initiatives in 2020



#### Policies

[Click here](#) for our Environmental Statement of Policy





# Transitioning to a net-zero society

As we enter a new decade, now is the most crucial time to combat the risks of climate change and meet the goals of the Paris Agreement and UN SDG 13: Climate Action. As the leading building materials business in the world, we recognise our responsibility to act. By investing in people, innovation and partnerships with our stakeholders, we can reduce our CO<sub>2</sub> emissions and help develop the technologies and initiatives needed across our industry to reduce climate impacts.



## Addressing the climate crisis

With its unique global value chain, the buildings and construction sector is responsible for approximately 40% of energy-related CO<sub>2</sub> emissions globally. Across the value chain of cement manufacturing and concrete production, there are many technologies that can support significant advances to reduce these emissions. Some of these are well known today and simply require scaling-up and the right policy environment. Others require further research and development before they can be implemented across production processes. At CRH, we are striving to positively influence the entire cement and concrete value chain, as we work towards our ambition for carbon neutrality by 2050 and drive our ambitious target of a 33% reduction in specific net CO<sub>2</sub> emissions by 2030, compared with 1990 levels.

## Collaborating for action

The transition to a net-zero society requires collaboration across governments, industries and society to develop the solutions needed for a more climate-resilient world. For the buildings and construction industry to align with measures such as the European Green Deal and deliver CO<sub>2</sub> emissions reductions, it will require support and funding from governments across a range of policy measures. These include investments in low-carbon technologies, robust emissions trading systems that protect against carbon leakage, sufficient access to alternative fuels and materials as well as the development of policies to encourage the use of renewable energy. At CRH, we see the risks, the opportunities and the need for policy action. See page 29 for information on how we continue to collaborate for climate action across our industry. Responsible corporate lobbying is a key principle underpinning our interactions with policy makers directly, and indirectly through industry associations, in relation to all aspects of CRH's business, including climate change. We will be reviewing our climate lobbying practices and related disclosures to ensure there is an alignment between those practices and the expectations of our stakeholders.

## Carbon pricing

Carbon pricing is a mechanism which puts a price on carbon emissions as a means of reducing emissions and driving investment into lower-carbon alternatives. Of our direct CO<sub>2</sub> emissions, 44% are covered by an emissions trading scheme. In assessing capital investment projects, we use an internal carbon price mechanism which considers the context of the project, including geography and expected lifetime.

## Climate risk disclosure

As global concern around climate change continues to increase, companies need to take appropriate action and in tandem be transparent about their actions. We are a long-time supporter of CDP, formerly Carbon Disclosure Project, and our 2020 CDP Climate questionnaire was awarded a score of A-.

We are a supporter of the Financial Stability Board's 'Task Force on Climate-related Financial Disclosures' (TCFD), demonstrating our commitment to drive transparency and develop consistency in climate risk disclosure. For more information around how we are applying the TCFD recommendations see page 12.



The CRH Innovation Centre for Sustainable Construction (ICSC) is collaborating with Algaementum on a mineralisation pilot project to reduce carbon emissions. Using SCHOTT glass PhotoBioReactor equipment, Algaementum is developing technology to capture and effectively utilise CO<sub>2</sub> generated in cement production to produce dried micro-algae biomass, which can be made into pellets or briquettes to be used as alternative fuel. As part of the pilot project, CRH is trialling the use of these dried micro-algae pellets as alternative fuel in cement and lime kilns.

## Energy and climate change

### What are the challenges and how are we managing them?

Climate change and the transition to a low-carbon economy poses both risks and opportunities for business, now and in the future. Achieving our ambition of carbon neutrality across the cement and concrete value chain by 2050 will be challenging - however, we are committed to this objective. We recognise the contribution many of our products can make to carbon emissions reductions from buildings. In addition, we are working hard to take advantage of the ability of concrete to become a CO<sub>2</sub> solution. Up to 25% of CO<sub>2</sub> emitted during cement production can be reabsorbed by concrete along its life-cycle.

### “ Our stakeholders tell us

"At CDP Ireland, we understand that the fight against climate change is vital for a sustainable economy. Companies today have a responsibility to raise their ambitions and push forward systemic global action against climate change and environmental destruction. CRH is an active member of the CDP Ireland Network, joining the global corporate action towards net-zero."

Brian O'Kennedy  
Network Executive, CDP Ireland

## Disclosures

Click here to read more information on our TCFD disclosures





# Collaborating for climate action

As we look ahead to the next decade, it is clearer than ever that we need to design for resilient construction as society continues along the journey towards net-zero emissions. Achieving this will require a partnership-led approach between CRH, our customers, suppliers, policy makers and others. We are committed to playing a leading role in this, for society today and for future generations. Here we profile some of the industry associations we work with as we collaborate for climate action.

Collaboration

→ 2050



**The Global Cement and Concrete Association (GCCA)** is actively working to improve the sustainability performance of the cement and concrete sector. The GCCA works with members to develop guidelines and KPIs across a number of priority areas, including safety and biodiversity. As a founding member of the GCCA, CRH collaborates with industry peers and scientific institutions on research and development projects to lower the CO<sub>2</sub> footprint of cement and concrete.



**The Concrete Sustainability Council (CSC)**, of which CRH is a founding member, works collaboratively across the industry to promote concrete as a sustainable building material. To enable informed decisions in the construction industry, the CSC has developed a Responsible Sourcing Scheme certification standard for concrete and its core supply chain.



**The World Business Council for Sustainable Development (WBCSD)**, is a global, CEO-led organisation of leading businesses working together to accelerate the transition to a sustainable world. Through our membership of WBCSD, we have contributed to multiple projects targeted at solutions to scale up business impact, in areas including circular economy, TCFD, science-based targets for buildings and transforming the built environment.



NATIONAL STONE, SAND & GRAVEL ASSOCIATION

**The National Stone, Sand and Gravel Association (NSSGA)** is an advocate for the aggregates industry in the US. NSSGA advances public policies that protect and expand the safe and environmentally responsible use of aggregates. As a member of NSSGA, we participate in various committees and initiatives led by the association to advance the sustainability goals of the aggregates industry.



**EuLA, the European Lime Association**, provides sector-based representation for the lime industry at a European level, supporting its members through speaking with one voice on scientific and technical dossiers and promoting best practice for health and safety. EuLA's high priority is to tackle decarbonation to reach carbon neutrality by 2050. We are cooperating and engaging with the entire lime industry in research areas such as carbonation and lime carbon capture.



**The European Ready Mixed Concrete Association (ERMCO)** is a voice for the ready mixed concrete industry, promoting its policies on concrete at national, European and international levels and building strong relationships with other associations. We actively participate in ERMCO to promote the long-term benefits of concrete for the circular economy.



**The Portland Cement Association (PCA)** is a non-profit organisation that promotes the use of cement and concrete in an environmentally responsible way. PCA conducts and sponsors research projects and participates in the setting of industry standards of cement manufacturing. We are actively involved in various task forces, including the climate change task force.



**The Cement Association of Canada (CAC)** advances the industry's commitment to innovation, leadership, transparency and collaboration toward solutions to sustainability and climate change challenges. We work with the CAC to advance effective climate policy in Canada, including carbon pricing and technology innovation.



**CO<sub>2</sub> Value Europe** is dedicated to the conversion of CO<sub>2</sub> into valuable products. Through our membership of CO<sub>2</sub> Value Europe, we are helping to raise awareness of Carbon Capture and Utilisation CCU, a crucial climate mitigation option for hard-to-abate sectors.



**CEMBUREAU, the European Cement Association**, is the voice of the cement industry in Europe, communicating the industry's views on issues and policy developments, including health and safety, environmental, energy and sustainability. We have partnered with CEMBUREAU on various projects, such as Level(s), a voluntary building assessment framework, as well as provided input to various industry responses to legislation and standards proposed for the cement sector.



**The Fenestration & Glazing Industry Alliance (FGIA)** is dedicated to improving home and building performance through better glass, window, door and skylight technology and standards. It is an inclusive community leading the glass and fenestration industry through research, consensus-based standards, product certification, advocacy and education and professional development. We partner with the FGIA through various committees focused on sustainability issues.



**The American Institute of Architects (AIA)** works to create more valuable, healthy and sustainable buildings, neighbourhoods and communities, advocating for public policies that promote economic vitality and public wellbeing. We recently partnered with AIA on a study on sustainability and the building products industry, highlighting trends and market opportunities and how the recent pandemic has affected environmentally sustainable design.



**The National Asphalt Pavement Association (NAPA)** is a trade association that works to support, advocate, and advance the asphalt pavement industry in the US. As a member of NAPA, we engage in a variety of technical committees, task forces and initiatives to advance the sustainability goals of the asphalt paving industry, including the use of RAP and warm-mix asphalt.



**The National Ready Mixed Concrete Association (NRMCA)** is the leading advocate for the industry in the US, supporting its members through leadership, promotion, education and partnering to ensure ready mixed concrete is the sustainable building material of choice. As a member of NRMCA, we participate in various committees to promote the industry, including education and training courses and research and development programs.



# Understanding our carbon footprint

Looking to the future, our ambition is to play our part in addressing climate change as we help to deliver a more climate-resilient world. We are working hard to reduce direct emissions from our activities and processes. We recognise the contribution we can make to society as we strive for carbon neutrality along the cement and concrete value chain.

## Reducing our emissions

Recognising the need for transformation across the building materials value chain, we have developed the ambition to play our part in addressing climate change as we strive for carbon neutrality along the cement and concrete value chain by 2050.

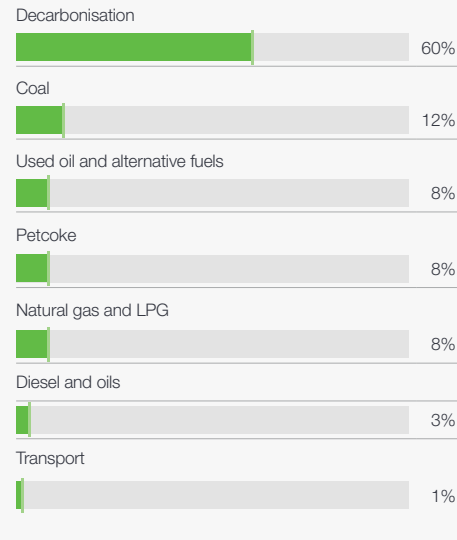
While our activities span the full spectrum of building products, the main source of our CO<sub>2</sub> emissions is our cement and lime processes, as decarbonation accounts for 60% of our direct CO<sub>2</sub> emissions in 2020.

With this in mind, we have committed to a 33% reduction in specific net CO<sub>2</sub> emissions to <520kg CO<sub>2</sub>/t by 2030, compared with 1990 levels (777kg CO<sub>2</sub>/t). This commitment covers all of the cement plants wholly owned by CRH in 2019. Our carbon reduction roadmap is independently verified to be a science-based target (SBT) at a 2° scenario in line with the Paris Agreement objectives, further solidifying our climate commitments. Our 2030 target, when coupled with a multitude of other strategic climate-related actions, feeds into our overarching 2050 ambition.

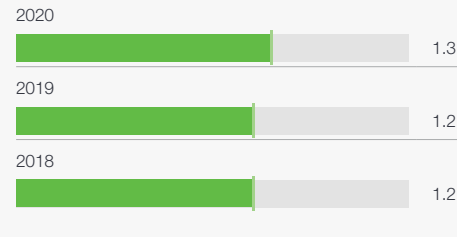


In 2020, Ecorec, part of our Europe Materials Division, opened a new, solid recovered fuel (SRF) production line at its Pezinok plant in Slovakia. The SRF production line processes industrial waste and municipal waste from all regions in Slovakia, converting it to an alternative fuel that can be used in cement production. This has increased Ecorec's alternative fuel production capacity by 50% to 75,000 tonnes of waste annually, diverting waste materials from landfill and contributing to the circular economy.

### CO<sub>2</sub> emissions by source (Scope 1) 2020 (total: 32.4m tonnes)



### CO<sub>2</sub> emissions per unit revenue (Scope 1+2) (Kg/\$ revenue)



33%

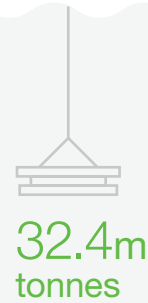
CO<sub>2</sub> reduction to <520kg net CO<sub>2</sub>/tonne cementitious product by 2030, compared with 1990 levels

## 2020 CO<sub>2</sub> emissions

We report on our CO<sub>2</sub> emissions in line with the Greenhouse Gas Protocol developed by the World Resources Institute and the WBCSD

### Scope 1

Direct CO<sub>2</sub> emissions from use of fuels, chemical decarbonation from cement and lime production and transport of raw materials and finished products in our own vehicles



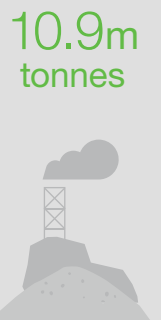
### Scope 2

Indirect CO<sub>2</sub> emissions from purchased electricity



### Scope 3

Indirect emissions from all other activities. The reported figure includes purchased goods, fuel and energy related activities, contracted transport, waste generated, employee commuting and customer transport



# Reducing emissions through innovative solutions

The transition to a lower-carbon society is driving emissions regulations as well as innovations for sustainable solutions. To ensure we deliver our 2030 carbon reduction target, we are taking action by transitioning to low-carbon energy technologies, reducing the carbon footprint of our products and innovating for carbon efficiency.

## Delivering our 2030 target

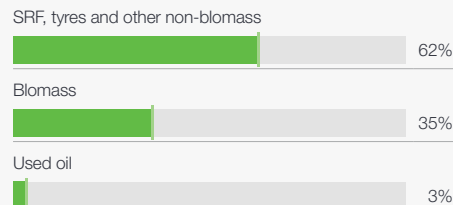
To meet our 2030 carbon reduction target, we are reducing direct and indirect emissions in our production processes through the implementation of CO<sub>2</sub> reduction levers. These include increasing the use of alternative fuels and alternative materials across our processes to develop value-added products that contribute to the circular economy.

### Alternative fuels

We continuously strive to replace carbon-intensive fuels with carbon neutral biomass and non-fossil fuels, such as solid recovered fuels (SRF), waste tyres, solvents and used oil. In 2020, our subsidiary cement plants used 2.1m tonnes of alternative fuels, providing 34% of fuel requirements for our cement plants, 51% in the European Union alone.

Many of our operating companies are developing new technologies and processes to replace the need for fossil fuels. See page 33 for examples of how our operating companies are innovating for carbon efficiency.

#### Alternative fuels used in CRH cement plants 2020 (total: 2.1m tonnes)

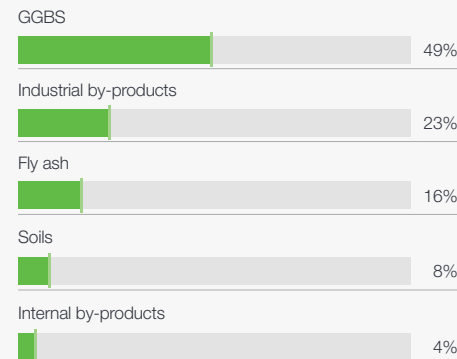


## Alternative raw materials

Waste materials and by-products from other sectors serve as valuable raw materials to replace a portion of the finite virgin materials or clinker used in our cement manufacturing. These co-processing materials currently include fly ash, ground granulated blast-furnace slag (GGBS) and quarry overburden.

In 2020, we used a total of 8.5m tonnes of alternative raw materials in our subsidiary cement plants. Our ambition is to further reduce the proportion of clinker in each tonne of cement through a variety of levers, such as increasing our use of alternative materials. For example, Ash Grove, part of our Americas Materials Division, has developed Duracem® a cement-fly-ash combination with a carbon footprint approximately 80% lower than traditional cement. We are also researching new alternative materials, such as calcined clay, as a substitute to clinker (see page 33 for more information). You can find more information on how we are contributing to the circular economy on page 49.

#### Alternative materials used in CRH cement plants 2020 (total: 8.5m tonnes)



## Alternative fuels and materials

### What are the challenges and how are we managing them?

Our main challenges to increasing the use of alternative fuels and materials in our processes are the lack of sufficient access to biomass and waste materials, limited policy incentives to encourage the use of waste as by-products and a lack of a regulatory framework that recognises co-processing as the optimal waste management solution for unrecyclable materials. To overcome these challenges, we continue to collaborate with our customers and suppliers throughout the value chain to ensure that, where possible, we are using by-products and waste materials from both our own and industrial processes, to replace the need for virgin materials and fossil fuels.

### Our stakeholders tell us

"In the search for affordable carbon-neutral fuels and composite materials, the bio-economy has huge potential. At Algaementum, we are collaborating with CRH to repurpose captured CO<sub>2</sub> emissions to efficiently cultivate micro-algae biomass. Incorporating this Biological Carbon Capture & Utilisation (BioCCU) technology into our approach supports the circular economy and carbon emissions reduction roadmaps."

Andre Retief  
MD, Algaementum

51%

of fuel requirements in our cement plants in the European Union were provided by alternative fuel



### Disclosures

Click here to read more information on our 2030 target



## Driving actions for carbon neutrality

Climate change, changing urban spaces and an increasing focus on no net loss of biodiversity are transforming society and our stakeholder expectations. We have a responsibility to develop innovative solutions that can help our industry play its part more effectively in the drive to zero-carbon by 2050.

### Steering innovative solutions

At CRH, we are a global leader in sustainable building materials and a significant contributor to the circular economy. To keep producing high quality products with minimal emissions, we need to embrace multiple breakthrough technologies, as well as ongoing continuous improvements across our operations.

The CRH Innovation Centre for Sustainable Construction (ICSC) provides expertise to identify and analyse global market and construction trends and new growth opportunities to maximise the value of sustainable innovation. Together with academia and partners in the cement and concrete industries, our ICSC is working to build sustainability awareness across the construction sector through projects including carbon capture and utilisation, nanomaterials, artificial intelligence (AI), Building Information Modelling (BIM) and renewable energy.

In 2020, the ICSC opened its dedicated laboratory in Amsterdam for advanced research on sustainable building materials, to help develop building products with an improved environmental performance and reduced carbon footprint.



The CRH Innovation Centre for Sustainable Construction (ICSC), located in Amsterdam, has recently invested in a state-of-the-art laboratory for the testing of materials and technologies relating to CO<sub>2</sub> usage. This specialised R&D laboratory highlights our commitment to developing sustainable solutions for carbon capture and utilisation and our continued drive to tackle the challenges of climate change and protect the environment.

### Driving transport efficiencies

Delivering a sustainable transport model across road, rail and water is a key part of our transition to a low-carbon economy. Of our transport of products by road, 24% is by our own trucks, with the remainder transported by contractors or customers. In 2020, we reduced our fuel usage in our own company trucks to 157 million litres (2019: 160 million litres).

We focus on developing initiatives that allow us to reduce total distance driven, fuel consumption and ensure that we are selecting the most efficient mode of transport. Overall, 67% of operating companies (representing 94% of total product delivered) have initiatives in place to optimise transport use, through GPS route planning, load optimisation, fleet management, engine idling alerts and maximising back-loading.

For example, our Americas Materials Division has incorporated innovative GPS tracking technology into product delivery, which feeds information between the hot-mix asphalt plant and the paving train to streamline deliveries. This technology saves tens of millions of dollars each year and reduces the environmental cost of transport.

### Targeting sustainable transport

Our operating companies have established fleet fuel reduction targets and endeavour to make use of fuel-efficient rail, boat and barge transportation where possible. In addition, many of our operating companies are leading the transition to using renewable energy to power their transport fleets.

For example, in 2020, Tarmac, part of our Europe Materials Division, became the first company in its sector to sign up to EV100 – a global initiative bringing together businesses committed to accelerating the transition to electric vehicles. Through this initiative, Tarmac has committed to transitioning its fleet of corporate cars and vans to electric vehicles by 2030. This pledge is the latest in a series of steps that Tarmac is implementing across its business and supply chain to improve carbon efficiency and achieve a more sustainable built environment.

In addition, Fels, part of our Europe Materials Division, is using a new hybrid train to transport materials that has the capacity to utilise electricity from an overhead line, meaning it can run on renewable energy when available.

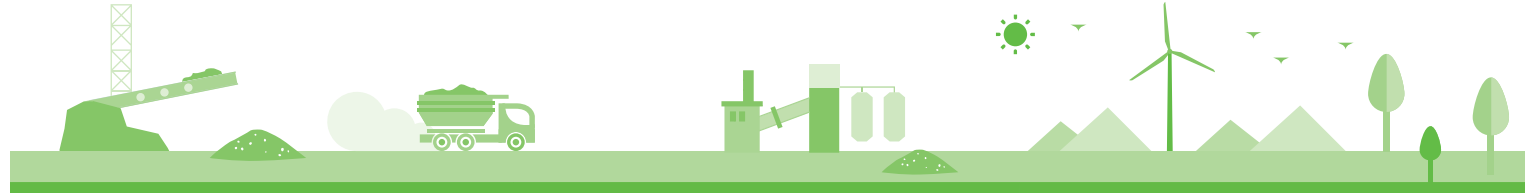
**94%**  
of total product delivered in 2020 was covered by operating companies that have transport initiatives in place





## Innovating for carbon efficiency

As the leading building materials business in the world, we recognise our responsibility to act. By investing in people, innovation and partnerships with our stakeholders, we can increase awareness around sustainability. As we move into a new decade, carbon capture, digital technology and optimisation of alternative fuels and materials will continue as priorities in our innovation programme.



### Carbon capture

Carbon capture technologies allow the capture of carbon dioxide (CO<sub>2</sub>) before it is released into the atmosphere. The captured CO<sub>2</sub> can be used in industrial processes or transported and permanently stored underground in rock formations that formerly held oil or natural gas. We are involved in collaborative initiatives and research projects to progress carbon capture, utilisation and storage (CCUS) solutions.

→ At one of our cement plants in Canada, we are piloting the use of accelerated carbonation technologies to combine by-products, such as cement kiln dust (CKD), with CO<sub>2</sub>. In a process known as mineralisation, where CO<sub>2</sub> is permanently captured in building materials, CKD reacts with CO<sub>2</sub> and water to form aggregates. On an annual basis at one plant, this can absorb up to 2,800 tonnes of CO<sub>2</sub> while producing up to 30,000 tonnes of aggregates. We are evaluating this technology at several other plants globally.

We are also a participant in LEILAC, Low Emissions Intensity Lime and Cement, a European Union Horizon 2020 project. This involves developing a breakthrough calciner that allows the separation and capture of 95% of the CO<sub>2</sub> released from limestone in the clinker production process. We are actively engaging with the LEILAC 2 project to support the development of the technology on both the cement and lime side of our business.

### Innovative technology

To overcome global challenges, we need to develop innovations based on sustainable building solutions. At CRH, we are collaborating across the construction value chain and the wider scientific community to promote innovation in technologies that provide lower-carbon products and structures, as well as deliver continuous improvements across our operations.

→ We are currently partnering with a low-carbon cement technology manufacturer to pilot new technology that would allow a 30-40% reduction in CO<sub>2</sub> emissions during manufacture of our cement products. The cement type produced can be used in concrete mixes that can be cured using CO<sub>2</sub>, creating a carbon sink.

We are also researching new alternative materials. One of our plants in the US is trialling calcined clay technology, which involves substituting a portion of clinker with activated clay during the manufacture of cement. This enables the plant to reduce its clinker factor, leading to reduced CO<sub>2</sub> emissions.

It is also important to consider how our products are used in the built environment. Working with our customers, we have applied innovative digital construction technologies and carbon management processes to reduce the embodied and operational carbon footprint of individual structures.

### New sources of energy

Wider adoption of alternative energy sources depends on even more efficient renewable technologies. At CRH, we understand the need to optimise the technology that allows us to recover energy from alternative fuels and increase the volume of co-processing materials from other sectors. By expanding our renewable energy capacity, we can reduce our CO<sub>2</sub> emissions and support the circular economy.

→ By applying optimised alternative fuels technologies, one of our US cement plants has saved approximately 20 kg CO<sub>2</sub> / tonne cementitious product, which is approximately 10,000 tonnes of CO<sub>2</sub> per year. The fuel used also contributes iron, an essential element needed in the manufacture of clinker, allowing the reduction of the environmental and haulage impacts of bringing in iron from other sources.

We are also evaluating new sources of energy such as hydrogen. Tarmac, part of our Europe Materials Division in the UK, is participating in a project with a goal of reaching net-zero emissions, which includes use of hydrogen as a fuel and the capture, transport and storage of CO<sub>2</sub> emissions.

# Optimising energy efficiencies

Energy efficiency plays a central role in achieving a low-carbon economy by reducing energy demand and lowering energy-related emissions. In order to decrease our contribution to climate change, we are investing in optimising energy and process efficiencies and replacing fossil fuel-based energy with renewable biomass sources.

## Targeting energy reduction

In 2020, energy use across our operating locations totalled 54.8 TWh (2019: 55.8 TWh). Almost three-quarters of our businesses (representing 99% of energy use) have set energy reduction targets and programmes. As a result of these efforts, we saved approximately 217 GWh of energy in 2020.

## Investing in renewable energy

At CRH, we are actively targeting the increase of renewable electricity across our operations. In 2020, we purchased 1,834 GWh of 'green' electricity from external suppliers. Our overall use of renewable electricity has increased by 138% in the past 5 years and currently 25% of our electrical energy is met from renewable sources.

We continue to pursue reliable future energy resources through our renewable energy purchasing team and by partnering with organisations to install renewable energy sources, such as solar and wind. For example, Structural Concrete Belgium, part of our Building Products Division, has partnered with a local utilities supplier to install wind turbines at their plant in Genk. In addition to using renewable energy in our processes, our products are essential in constructing the foundations for both solar and wind renewable energy installations.

An increasing number of our operating companies are joining our "CRH 100% Club", where 100% of the electricity used in their processes comes from renewable sources. A leader in our CRH 100% Club is Tarmac, part of our Europe Materials Division in the UK, using a total of approximately 502 GWh of renewable electricity across operations every year.

## Improving energy efficiencies

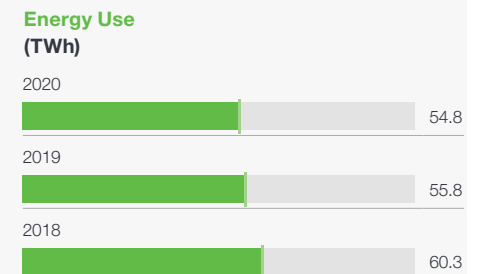
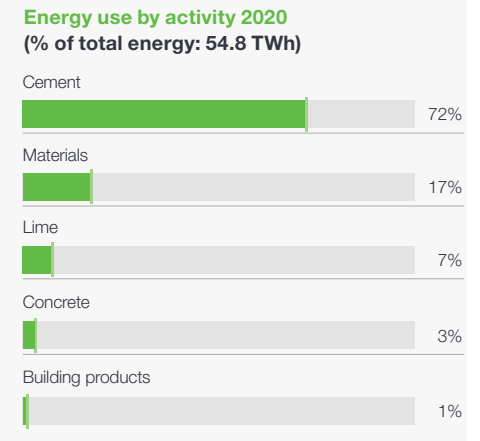
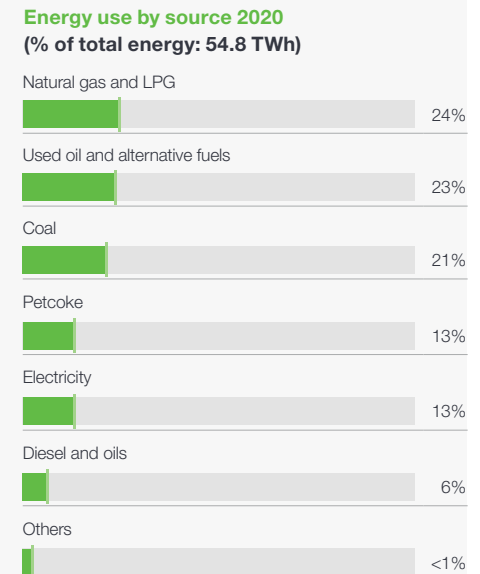
We have a relentless focus on continuous improvement in energy efficiency. In 2020, we spent over \$1 billion on energy. Our performance teams are continuously driving energy efficiency and have developed roadmaps to improve energy performance across our cement and lime activities, which together account for 79% of our energy use.

In Europe, approximately 800 of our locations have certified ISO 50001 Energy Management Systems, with more than 67% of our materials operations in Europe having certifications in place in 2020. This certification is not common in other regions of the world and we apply relevant systems as appropriate.

Our operating companies continuously strive to identify and implement energy-efficiency projects. For example, as part of its energy reduction programme, Roadstone, part of our Europe Materials Division, in line with its company-wide energy management certificate, has installed more energy efficient crushers at its production sites to reduce overall energy demand.



In 2020, following extensive analysis of energy usage, shift patterns, roof specifications and local weather data, a 36kW Solar PV System was installed at Levia's production site in Melbourne, Australia part of our Building Products Division. The solar installation will cut energy costs on-site by 35%, reduce reliance on the national grid and prevent 52 tonnes of CO<sub>2</sub> annually.



## Preserving air quality

At CRH, we understand the impact that air quality can have on human health and the environment. We are committed to ensuring that we meet the strictest air emission limits so that our emissions do not adversely impact on air quality. We are proud that we have achieved our 2020 emissions reduction targets and will continue to improve our high standards of performance and management.

### Monitoring our air emissions

The main air emissions that arise from our activities are dust, nitrogen oxide (NO<sub>x</sub>) and sulphur oxides (SO<sub>x</sub>). Dust emissions may arise from point sources, such as cement production stacks and can also appear as fugitive emissions from quarrying, open storage of materials, transfer of materials through uncovered conveyors, and from loading and unloading operations. NO<sub>x</sub> is formed during the combustion of fuels and SO<sub>x</sub> from the oxidation of sulphur in raw materials, with only a small proportion from sulphur present in certain fuels. Other emissions, including dioxins, furans, volatile organic compounds and heavy metals, are released in very small or negligible quantities and we are committed to ensuring that, where detected, levels are within applicable emissions limits.

Overall air emissions decreased in 2020, due to our air emissions reduction programmes and in part as a result of the partial closure of some of our sites due to the COVID-19 pandemic restrictions. Total stack emissions to air over recent years are shown on pages 69-70.

### Investing in mitigation measures

We invest in modern abatement technologies and ensure regular maintenance of equipment at our manufacturing operations. Measures to control fugitive emissions include building enclosures for material storage and conveyor belts as well as paving plant areas and internal roads. Measures to control stack emissions include regular maintenance of existing abatement systems and capital expenditure on new baghouse filters. In this way we ensure we are compliant with all local and national regulations as well as meet our air emissions reduction targets.

### Targeting air emissions reductions

We are committed to reducing the impact of our air emissions, not only for the sustainability of our business, but for the continued protection of our surrounding environment and communities.

We achieved our 2020 target one year ahead of schedule to reduce our NO<sub>x</sub> emissions and dust emissions (both on a per tonne of clinker basis and using a 2006 baseline). Our continuing target is to ensure our specific major air emissions remain at low levels.\*



Finnsementti, part of our Europe Materials Division in Finland, recently received the 'Environmental Act of the Year' award from the city of Parainen for the environmental investments that have taken place at its Parainen plant. In 2020, Finnsementti installed a new baghouse filter at the Parainen plant which has significantly reduced the amount of dust emitted. In addition, recycled materials now account for 15% of all the raw materials used by Finnsementti, with 250,000 tonnes of waste and by-products from other industries used annually, demonstrating Finnsementti's commitment to the circular economy.

## Hazardous materials, waste and emissions

### What are the challenges and how are we managing them?

We are committed to ensuring that there are no adverse impacts to air quality from our operations. To improve our high standards of performance and management, we continue to invest in air emissions abatement technologies and improve the efficiency of our operations, ensuring we meet our emissions reduction objectives.

### “ Our stakeholders tell us

"The aim of the Slovak Republic is to achieve a better quality of environment and sustainable circular economy. The new production line for alternative fuels at the CRH Slovakia Ecorec site supports this aim. Using non-recyclable waste to manufacture alternative fuels contributes to the circular economy and is an important factor for solving the waste problem."

Richard Sulík,  
Deputy Prime Minister and Minister of Economy of the Slovak Republic

2020

We achieved our 2020 air emissions reduction targets one year ahead of schedule



\*starting from 2021, defined as not exceeding the average of particulates, NO<sub>x</sub> and SO<sub>x</sub> specific emissions (g/t clinker) for relevant plants in the preceding 3 years.

# Delivering solutions for process efficiency

The global economy is expected to grow significantly in the coming decades. To meet the demands that will come with this growth, we are driving a mindset towards a circular economy, recycling and sustainable design. We continuously strive for increased recycling and minimising process waste, developing solutions that use more recycled materials and reduce energy and water usage.

## Managing our process waste

We are constantly striving to minimise process waste and improve waste management across our value chain. We are dedicated to complying, as a minimum, with all regulations concerning the safe and responsible management of waste materials.

Our waste minimisation practices help to address growing resource scarcity and reduce industrial waste and emissions. This includes reducing the amount of process waste materials generated, especially hazardous materials, and enhancing process efficiency.

During 2020, 78% of the 2.0m tonnes of process waste generated by our operating companies was externally recycled. Where it is not possible to reuse or recycle a waste stream from our production processes, we dispose of it responsibly using options including combustion in incineration facilities or disposal to landfill. A small number of operating companies are permitted to landfill process waste on-site. These sites are operated strictly in line with permit requirements and reviewed on an annual basis. Further, all operating companies take extensive precautions to prevent unauthorised waste disposal.



We are the largest recycler of building materials in North America. The roads paved by our operating companies contain over 20% recycled materials. For example, Pike Industries, part of our Americas Materials Division, supplied over 20,000 tonnes of asphalt containing recycled materials for the Statewide North highway project in Jackson, New Hampshire. This allows us to reduce our carbon emissions, preserve natural resources, avoid waste and support the circular economy.

## Maximising use of by-products

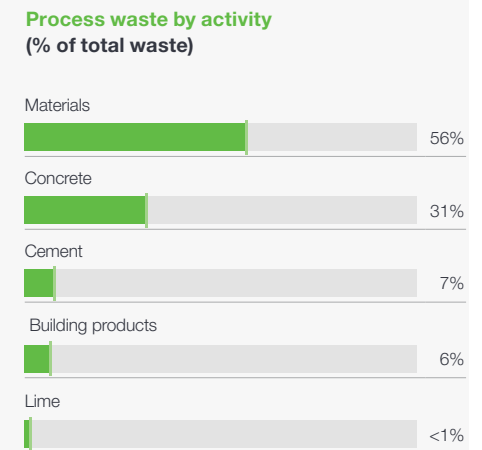
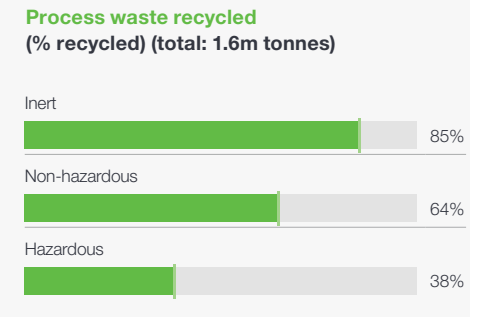
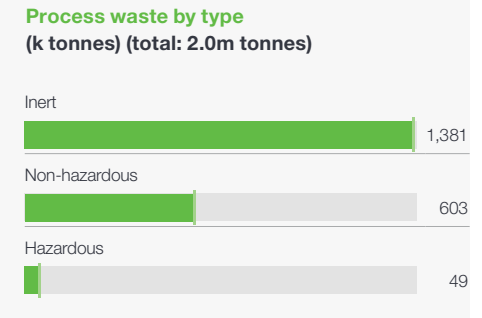
We support the principles of the circular economy, as reflected by our focus on meeting the goals of UN SDG 12: Responsible Consumption and Production. Our activities give rise to a number of residual by-products, such as baghouse fines and cement kiln dust (CKD), as well as other internally sourced secondary materials, such as product off-cuts.

To reduce the waste generated from our processes, we maximise our reuse of these by-products in the production loop, largely avoiding disposal. For example, we use baghouse fines in asphalt mixes, delivering significant cost savings and reducing the quantity of raw materials used in production. In addition, we are piloting the use of CKD in carbon capture technology (see page 33 for more information).

In 2020, we diverted 2.6m tonnes of by-products from waste streams. When waste from our production processes cannot be recycled internally it is sent to licensed facilities for recycling or final treatment.

## Looking to the future

Developing technologies and processes for the efficient reuse of certain by-products in the most cost-effective way is an ongoing challenge for our industry. We work closely with partners, such as the WBCSD and ERMCO, to address these global challenges and support the transition to a circular economy. In addition, we have set a 2030 target for 95% of relevant businesses to have waste reduction or recycling targets in place by 2030. See pages 31 and 49 for more information on how we are promoting innovation in technologies that increase our use of alternative fuels and materials and contribute to the circular economy.



## 95%

of relevant businesses to have waste reduction or recycling targets in place by 2030

### Case studies

[Click here](#) to read more information on our contribution to the circular economy →





## Promoting responsible water use

Fresh water is crucial for sustaining healthy communities, business and natural ecosystems. We have a responsibility to lead our industry in protecting local water resources, promoting responsible water use and helping to ensure access to clean water for all.

### Water use

Water is an important resource for our activities, most significantly in the production of aggregates and to suppress dust across our extractive activities. In 2020, our operating companies recorded an estimated water withdrawal of 109.9 million m<sup>3</sup>, similar to 2019, 108.7 million m<sup>3</sup>. Of our main water usage, 72% of our total water withdrawal is for our materials activities. Water for process activities is often abstracted from several sources, not all of which may be metered. We are targeting improvements in water accounting across relevant activities.

### Assessing water-related risks

We have carried out an assessment using the World Resource Institute (WRI) Aqueduct Risk Atlas Tool to identify and map potential water related risks at our operating locations. The assessment indicated that less than 1% of our active locations are identified as in areas under “High Risk” or “Extremely High” of drought severity. The outcomes of this assessment confirm that our activities do not highly impact on water and that our locations generally do not operate in water-stressed areas. The WRI Tool allows for future scenario impacts of our existing operations, which we continue to include in our management systems for water use going forward.

### Water quality

We comply with stringent environmental regulations to ensure that our activities, in particular raw material extraction, do not endanger local surface water or groundwater. We ensure the high quality of discharged process water by using settling ponds and pH neutralisation systems. Some of our facilities operate their own wastewater treatment plants.

Water discharge can be difficult to quantify because of the contribution of storm water and limitations in metering. Our total water discharge in 2020 was estimated to be 30.6m m<sup>3</sup>, with 79% discharged to surface water and the remainder to public sewers and other. To avoid potential spills of polluting materials, we implement best practice in materials storage. Our policy is to decommission all unprotected underground storage tanks.

### Managing our water use

We are committed to managing our water impacts. An increase in innovations, such as closed-loop systems installed in manufacturing processes and increasing usage of water from settlement ponds, has resulted in operating companies reducing the amount of water intake from utility sources. In 2020, water was recycled at 903 of our locations, reducing our water intake by 59%.



With strict site constraints and design parameters for the expansion of the LAX airport in Los Angeles, California, Oldcastle Infrastructure's, part of our Building Products Division, StormCapture® and accompanying products provided the ideal solution to facilitate stormwater drainage and treatment on-site.

## Water

### What are the challenges and how are we managing them?

We recognise that an increasing global population and climate change are impacting the distribution and availability of water. At CRH, we are dedicated to further developing our water management practices. In addition, our products contribute to good water management, such as our permeable paving products that mimic hydrological processes to more effectively manage urban stormwater runoff.

### “ Our stakeholders tell us

“With flooding occurrences becoming more frequent, there is a need to redevelop deteriorating drainage systems in older parts of many cities. Because of the durability and strength of concrete and the ease of construction of precast products, Oldcastle Infrastructure’s precast concrete box culvert solutions have been instrumental in helping to manage the increased stormwater runoff, minimising the time of construction disruptions and providing the city of Tampa with much-needed flood relief.”

Jeff DeBosier  
Design Division Head,  
Stormwater Engineering Division

### Case studies

Click here to read more information on our sustainable products →



100%

of relevant companies to have water management plans in place by 2030

## Protecting biodiversity and heritage

The UN recently announced 2021-2030 to be the 'Decade of Ecosystem Restoration', aiming to prevent, halt and reverse the degradation of ecosystems on every continent and in every ocean. As a large-scale landholder, we have a responsibility to preserve and protect biodiversity across our locations, increasing the ability of ecosystems to adapt to daily threats and extreme events.



### Protecting biodiversity

The extraction of natural resources makes up a significant portion of our company activities. Therefore, protecting biodiversity is an important factor when we consider new and existing extractive activities or site restoration planning.

At present, 527 Group locations are noted and actively managed for biodiversity. Environmental impact assessments (EIAs) associated with permit applications require biodiversity management plans (BMPs) to be incorporated into mitigation plans. In 2020, 91% of relevant locations in sensitive areas for biodiversity had BMPs in place, exceeding our 2020 target. We have now set an ambitious target for 100% of relevant locations in sensitive areas for biodiversity to have a BMP in place by 2030.

### Enhancing natural habitats

In order to ensure the long-term productivity of our operations it is important that we protect biodiversity and natural capital across our locations. As part of ongoing biodiversity management, operating companies apply the principles of the 'Mitigation Hierarchy', to avoid and minimise potential impacts on water quality, the disturbance of birds, animals and plants, and the fragmentation of biodiversity corridors. We restore or rehabilitate disturbed ecosystems and respect offsetting principles by increasing biodiversity in other areas.

Extractive activities can create important habitats for rare species. We enhance these habitats through incorporating specific wildlife led design features, such as providing structures suitable for the nesting of bats, birds, bees and other species. Other measures include suspending blasting during nesting periods and excluding specific areas from quarrying to preserve valuable habitats.

### Managing our impacts

We have a responsibility to ensure that all associated areas are restored or appropriately managed at end-of-use. Restoration planning processes are carefully coordinated with appropriate permitting authorities, taking full account of the needs and concerns of local communities and stakeholders. All relevant locations have restoration plans in place, thereby meeting our 2020 target for 100% of relevant extractive sites to have a restoration plan. While reinstatement and landscaping of quarries and pits is typically carried out close to completion of excavation activities, restoration is a continuous process, with the rate of reinstatement depending on the closure of excavation sites. In 2020, 527 hectares of quarry and pit area were reinstated.

### Preserving local heritage

We make it a priority to conserve local heritage. Prior to opening new extractive areas, our operating companies engage qualified archaeologists to survey the area. This is to ensure no identified or potential archaeological or geological features are at risk. We are currently preserving cultural heritage at 73 company locations as part of relevant management plans, ranging from iron age structures, medieval buildings and remnants from World Wars.

### Looking ahead

In 2020, we signed up to support Business for Nature's 'Call to Action', calling on governments to adopt policies to reverse nature loss in this decade. Looking ahead, we will further develop our biodiversity approach through collaborations with internal specialists and expert organisations (see page 39).

## Biodiversity, ecosystems, land use and quality

### What are the challenges and how are we managing them?

Measuring our biodiversity impacts and dependencies, and monitoring changes in the state of biodiversity and surrounding ecosystems, is complex. To address these challenges, we are focusing our efforts on our extractive activities where biodiversity and land use issues are most material. To that end, we have set a 2030 target for all relevant locations to have a biodiversity management plan in place, to reduce any negative impacts and enhance our positive impact on biodiversity.

### “ Our stakeholders tell us

"Businesses are increasingly acting to protect and restore nature. But it is not enough, and we must scale and speed up action if we're to reverse nature loss in this decade. That's why it is important that more than 700 companies, including CRH, are supporting Business For Nature's Call to Action, calling on governments to enact more ambitious policies for nature."

Eva Zabey  
Executive Director, Business for Nature

📄
Case studies

[Click here](#) to read more information online about how we protect biodiversity





2030  
TARGETS

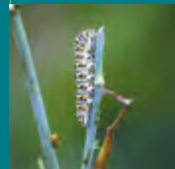
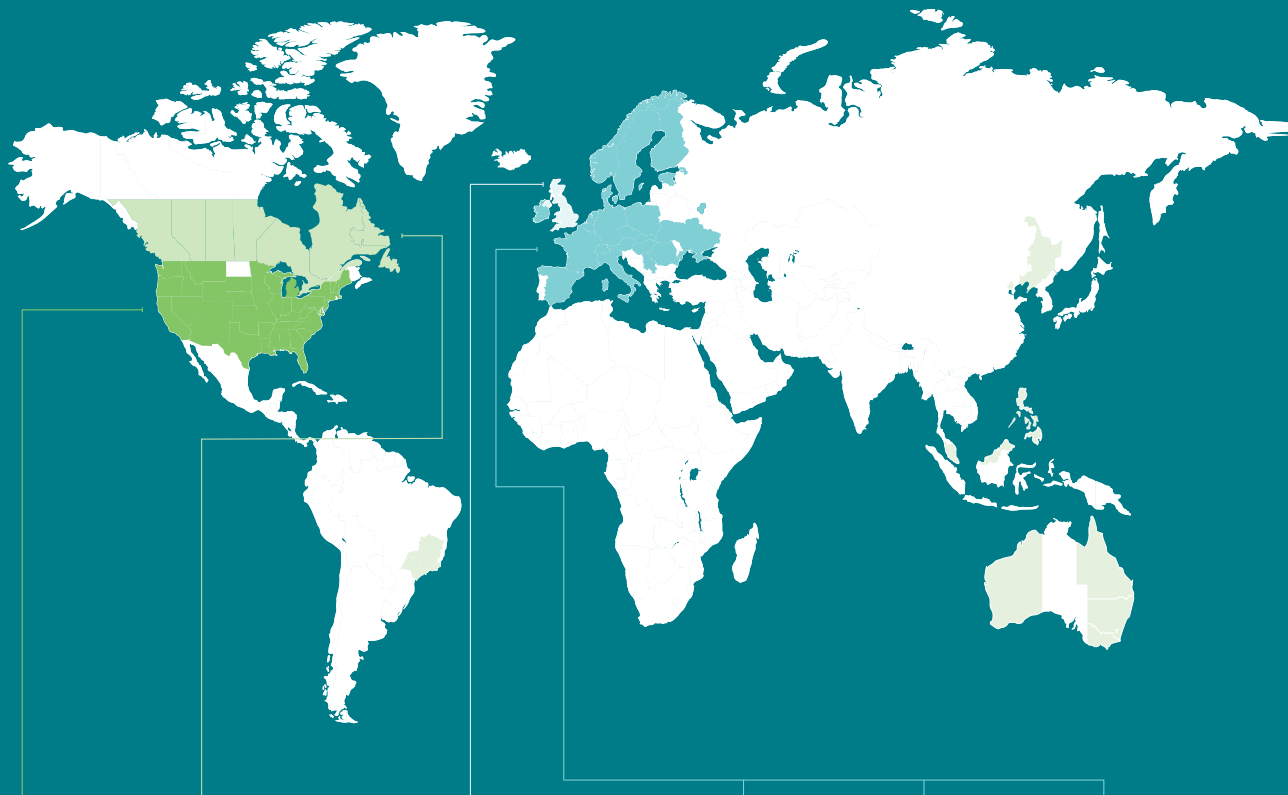
100%

of relevant locations in sensitive areas for biodiversity to have a Biodiversity Management Plan by 2030

Case studies

# Collaborating for biodiversity benefits

At CRH, we are committed to protecting biodiversity. Nature has no boundaries, and so we believe that collaboration and partnership is essential. We work with international and national organisations to pool our resources to drive best practices and connect our work to that of others to amplify positive impact. Examples of how we successfully collaborate for conservation solutions across our company locations are shown below:



**Americas**  
Black swallow tail caterpillar, Oldcastle Nature Trail, Atlanta



**Canada**  
Northern leopard frog at Milton Quarry



**UK**  
Blue dragon fly at Panshanger Park



**Ireland**  
Local ducks at Belgard quarry



**France**  
Bank swallow nesting at Presles et Boves quarry



**Finland**  
Native flora at the Rudus LUMO site at Ryttilä gravel pit



**Switzerland**  
Falcon using the bird box at Cornaux quarry

**Americas**

Through our Americas Materials Division, we have worked with the Wildlife Habitat Council (WHC) since 2004. This non-profit group combines conservation and business to develop sites as wildlife habitats. The areas for wildlife habitats may be large depleted quarries, or small buffer zones between an operating plant and a highway. We currently have 17 WHC certified locations where wildlife such as the black swallow tail butterfly caterpillar, are settling and thriving.

**Canada**

Dufferin Aggregates, part of our Americas Material Division, is committed to the responsible stewardship of the natural environment. In partnership with external organisations including Birds Canada and Waterloo Stewardship Council, Dufferin runs a progressive and award-winning biodiversity and restoration programme. Dufferin's Milton Quarry is a designated World Biosphere area. Rehabilitation plans in the area have created new habitats for over 120 bird species, 37 butterfly species and 6 amphibian species, including the northern leopard frog.

**United Kingdom**

Tarmac, part of our Europe Materials Division, works with local organisations across the UK to protect and enhance local biodiversity. For example, Tarmac is a steward of Panshanger Park, a historic park and garden that was previously quarried as is now in the final stages of restoration. In partnership with Herts and Middlesex Wildlife Trust and Herts County Council, Tarmac is working with various stakeholders to implement a Biodiversity Management Plan for the area. This plan will protect and nurture the diverse wildlife and showcase the stunning landscape.

**Ireland**

Roadstone, part of our Europe Materials Division, works closely with a range of governmental, conservation and local organisations to enhance biodiversity. Collaborating with external specialists, Roadstone has developed an Integrated Constructed Wetland (ICW) at its Belgard Quarry location. The ICW treats the water draining from the quarry before discharging into an adjacent stream, transforming the disused land into a highly aesthetic and diverse habitat for local wildlife, such as bees and butterflies.

**France**

EQIOM, part of our Europe Materials Division, has partnered with multiple conservation bodies in France, such as the International Union for Conservation of Nature (IUCN) and the Centre Permanent d'Initiatives pour l'Environnement (CPIE) Aisnes, to promote biodiversity. Working with CPIE Aisnes, EQIOM has developed a biodiversity action plan to preserve the ecology at the Presles et Boves quarry. Birds nesting in the face of the sand quarries are monitored and extraction plans are adapted annually to ensure ample space is available for nesting birds. Currently 350 breeding pairs of bank swallows and 28 breeding pairs of European bee eaters reside in the quarry.

**Finland**

Rudus, part of our Europe Materials Division, is one of WWF Finland's corporate partnerships, committing to nature and biodiversity conservation. In particular, Rudus supports the work being carried out in WWF Finland's freshwater projects by donating aggregates to build and restore vital migratory routes for endangered fish and to work aiming to reduce diffuse loading. This partnership complements Rudus' award-winning LUMO biodiversity and restoration programme.

**Switzerland**

Juracime SA, part of our Europe Materials Division, works with external specialists, such as the Nature and Economy Foundation to preserve and promote biodiversity. For example, a regional wildlife corridor, consisting of multiple ponds, rock features and bird boxes, has been developed at its Cornaux quarry, to support the wildlife present in the area.





# People

## In this people section

Meeting the needs of our employees	41
Advancing our inclusive culture	42
Engaging with our global workforce	43
Developing our employees	44
Rewarding our workforce	45

"It is important that employers today understand that diversity efforts will not succeed without inclusion in the workplace. We are on a journey to develop a more positive, inclusive environment that embraces diversity, engagement and belonging, ensuring that all our employees feel respected and supported."



**Devon Channer**  
VP, Global HR  
Information Systems



EHL, part of our Building Products Division in Germany, was once again named as a top employer among medium-sized companies in 2020. By actively engaging and developing employees, EHL continues to attract, retain and motivate a talented workforce and deliver long-term success.



## Meeting the needs of our employees

Everything that we achieve is made possible by our engaged and talented workforce of c. 77,100 employees. We strive to create a collaborative environment and a culture of shared ideas, as we focus on developing expertise and advancing careers.

### Implementing our social policy

We endeavour to provide an employee experience that inspires and empowers our global workforce to deliver our strategy.

Our Social Policy (see page 67) supports the delivery of our Group strategy and highlights our commitment and approach to fair employment, meeting high standards of employee engagement and good business conduct. We aim to support our workforce by providing a safe and respectful work environment.

Our leaders throughout the world are committed to the principles outlined in our Social Policy and are driven by a sense of long-term responsibility. Managing Directors of CRH operating companies are responsible for implementing employment policies, guidelines and objectives in their areas of responsibility, supported by Human Resources teams and Group management. Implementation is verified through the Code of Business Conduct (CoBC) certification, the annual Social Review and ongoing engagement at every level of the Group.

Matters related to employees are regularly discussed at the highest levels within CRH. To ensure that the views of employees are taken into consideration in decision-making processes, the CRH Board has designated the SESR Committee with responsibility for stakeholder engagement, including with the workforce.

### Working through COVID-19

Throughout the COVID-19 pandemic, CRH management and leadership has regularly communicated with employees across the business on keeping safe, workplace changes, ways to stay emotionally and physically supported, as well as governmental updates and advice. Relevant resources are accessed through a COVID-19 updates page on our employee intranet, to ensure employees can always find the latest news and quick resource links in one place (see page 43 for more information). We have encouraged our employees to share these resources with their families and friends to help keep them safe through these difficult times.



A production team member at work at the Cape Coral Oldcastle Infrastructure Plant, Florida, part of our Building Products Division. All CRH employees are treated with integrity and fairness as part of our culture of acceptance, trust, respect and teamwork and our efforts to promote a creative and thriving environment in the workplace. Inclusion and diversity is key to achieving this, by creating a pipeline of strong talent representing a broad range of ethnicities, backgrounds and experiences to build a better CRH.

### Employees

#### What are the challenges and how are we managing them?

The success of a company relies on talented and engaged employees. One of the challenges we face is engaging with our thousands of employees across multiple countries and ensuring their needs are being met. The recent COVID-19 pandemic further highlighted the need to maintain a strong employee engagement programme. We are continually developing our internal and external communication platforms to ensure our messages are clearly understood and that employees are actively engaged. This is key to achieving our goals and developing a more inclusive and diverse organisation.

#### “ Our stakeholders tell us

"It was great to engage with the EMERGE Employee Resource Group (ERG) for Women in CRH Americas Materials West around the benefits of inclusion and diversity and share Wilbur-Ellis' experience with ERGs. I believe ERGs support employees by promoting a sense of community and providing valuable networking opportunities, driving business success by ensuring different voices are heard."

John Buckley  
CEO, Wilbur-Ellis

Policies

[Click here for our Social Statement of Policy](#) ➔

# Advancing our inclusive culture

We believe that our global workforce should reflect the global customers we serve and the communities we operate in. While we have made strides towards developing a more diverse and inclusive organisation, we know that it takes ongoing commitment to make sustainable progress. So, we continue to build awareness at all levels of the organisation and focus on behaviours and processes that build an environment where everyone has an opportunity and the motivation to succeed.

## Driving inclusion and diversity

The benefits of an inclusive and diverse workforce are clear to our business leaders. This is highlighted by the establishment of our Global Inclusion & Diversity (I&D) Council in 2018.

In 2020, our Chief Executive took on the role of Chair of the I&D Council, setting our strategic approach and overseeing our work programme. We continued our workstreams in the areas of communication, education, people practices, data and measures.

## Striving for gender balance

Although many roles within our industry have not traditionally attracted females, this is slowly beginning to change. We are committed to growing our diversity of talent and fostering leaders of the future. To drive our commitment, we have set an ambitious target for 33% females in senior leadership roles by 2030 (see page 14 for more information).

We actively monitor gender diversity on a global basis and 14% of our employees are female. At year-end 2020, 42% of our Board of Directors, 13% of our senior managers and 16% of our senior leadership were female. While only 7% of operations employees are female, we have greater female representation in areas such as in clerical/administration, where 45% of employees are female.

We are a member of the 30% Club, which consists of Chairs and Chief Executives committed to creating better gender balance at all levels of their organisation. In addition, many of our operating companies are making strides towards developing a more diverse and inclusive workplace. For example, Tarmac, part of our Europe Materials Division, are part of a UK-wide industry collaboration board that focuses on raising I&D standards. As part of the collaboration, Tarmac has hosted several events with suppliers to promote I&D standards throughout the supply chain.

## Sustaining an inclusive workforce

We focus on equality beyond numbers, aiming to ensure that all of our employees feel included and valued for their efforts. Our operating companies have policies to ensure equal opportunities for people of all ages and those with disabilities where possible, as well as equal pay for men and women. At present, approximately 5% of our workforce are under 25 and 31% of our workforce are between the ages of 25-39. A total of 1,132 people with disabilities were employed across 50% of Group companies during 2020.

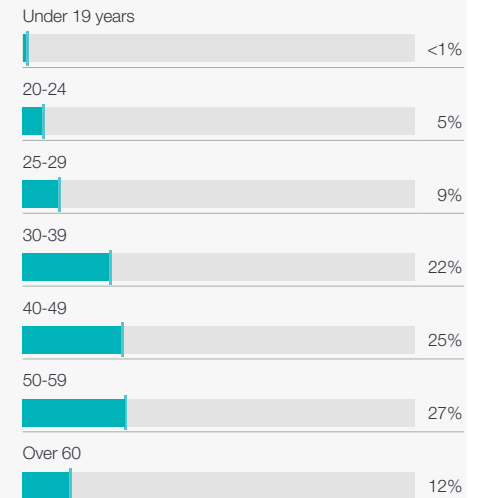
We strive to ensure our recruiting practices embed inclusion into each step of the process, from drafting job descriptions to using intentionally diverse interview panels and candidate selection methodologies. In addition, we are working to improve the proportion of under-represented employee groups – such as female employees, individuals with disabilities and ethnic minorities – both within our general employee population and advancing to senior management.

As we develop new norms around inclusion, awareness and training are essential. Over the last two years we have rolled out I&D training to over 1,000 leaders across our business and are further developing the programme to move beyond awareness of unconscious bias towards skill and capacity building. We are also piloting a module on inclusive behaviours in our frontline leadership programme.

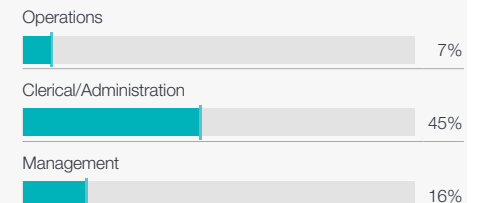
## Developing new talent

Our goal is to become a magnet for top talent, attracting, developing and empowering future generations of CRH leaders. We have continued to focus on getting young people interested in STEM (science, technology, engineering and mathematics) subjects from an early age, ensuring they have the skills needed in our industry.

### Employees by age 2020



### Gender balance by category 2020 (% female)



### Case studies

[Click here](#) to read more information about our approach to I&D



33%

females in senior leadership roles by 2030

## Engaging with our global workforce

We believe that an engaged workforce is a powerful determinant of business success. We foster a culture of open communication which drives understanding of the needs of our employees while enabling them to acquire the information and skills needed to deliver our strategy as well as succeed in their careers.

### Connecting with our employees

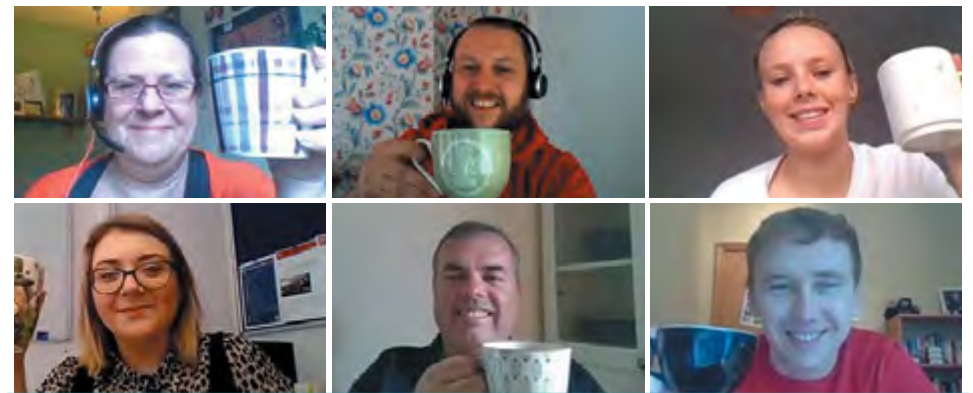
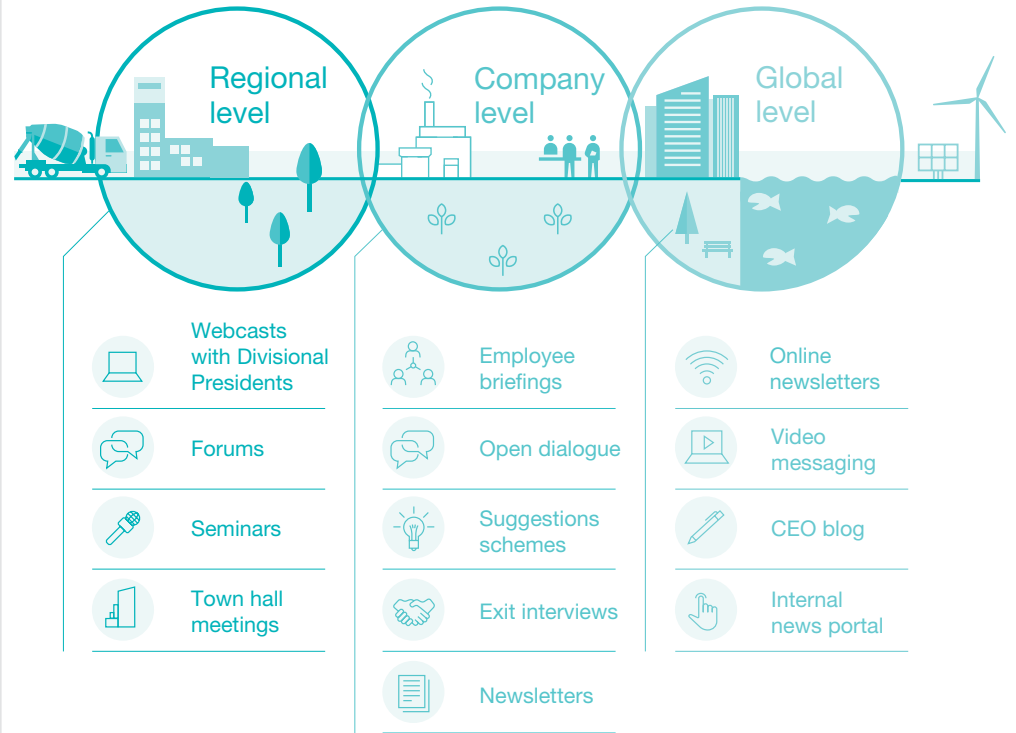
With an average of 25 employees at each location, we benefit from close working relationships between management and their teams. We leverage various avenues at regional, company and global level to communicate with our employees about strategic and business updates, activities, and news about CRH around the world.

COVID-19 has changed the way we connect with our employees. Our strong lines of communication proved more important than ever to provide our employees with critical information surrounding our policies, requirements and expectations during the COVID-19 pandemic. Our leaders have played a crucial role in this communication, regularly engaging with employees through videos, town hall meetings and other online tools to help guide employees through the changing situation.

Despite the challenges associated with the COVID-19 pandemic, 87% of employees participated in regular employee briefings and informal meetings in 2020, with employees also involved in other informal meetings where open dialogue is encouraged.

### Monitoring employee engagement

We regularly monitor employee engagement to understand what matters most to our employees. In 2020, 48% of employees were surveyed formally for employee engagement and satisfaction, covering both management and staff. Results indicated a high level of employee engagement, with 100% of those scoring in the “engaged” or higher categories. We use the insights gained through surveys and other forms of employee feedback to inform ways of working, engagement strategies and leadership development approaches. Looking ahead, in 2021, we plan on engaging with our employees through an organisational health survey, to gather insights on how we can continue to build a healthy and high-performing company.



The spread of COVID-19 has led to a growing number of companies rethinking their ways of working. At CRH, while many of our production workers are working on-site, in line with best practice measures to help contain further spread of the virus, a majority of the remaining workforce have been encouraged to work remotely. This has led to a transformation across our operating companies building more adaptive teams, where employees feel supported and connected. Cubis Systems, part of our Building Products Division, continues to ensure that its employees feel connected during these difficult times. In 2020, employees from across Cubis Systems came together virtually to support Brew Monday as part of Samaritans Mental Health Awareness Week.

## Developing our employees

Attracting and retaining the best talent is a challenge faced by many industries in today's competitive jobs market. By fostering a culture of continuous development for our employees, we aim to ensure that we have the talent and capabilities needed to drive performance, now and in the future.

### Developing our leadership

We are committed to developing leaders of the future. We have identified the core leadership competencies to provide the skills, abilities and behaviours needed to support employee performance, growth and success across our businesses. These are outlined in the 'CRH Leadership Profile' and are integrated within performance management and leadership development programmes. In addition, we focus on the development of females in leadership roles throughout the Group (see page 42 for more information).

To continuously identify high-performing and motivated leaders, we systematically review our approach and accurately combine our employee's skills and our business needs. We also emphasise employee opportunities for international mobility across the businesses, particularly for management roles, to help people grow their skills and develop their careers.



An important focus across CRH is the training and development of graduates and interns. For example, four students recently completed a six-month internship with our Procurement team in our CRH Amsterdam office. The internship programme supported the graduates in the development of their theses while learning about our business. The topics included logistics visibility, improving sustainability selection through e-sourcing and increasing supplier participation in expressive bidding.

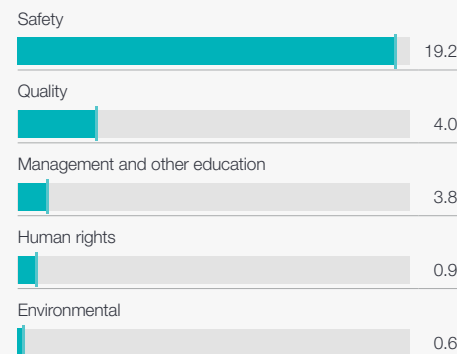
### Training our employees

Our aim is to help our employees continuously develop their skills in areas such as safety and environment, as well as other areas relevant to their role, such as frontline leadership. In addition, employees receive compliance-related training on topics such as our Code of Business Conduct (CoBC).

COVID-19 restrictions provided many challenges for employee development and face-to-face training and engagement. At CRH, we were quick to respond to these challenges. We moved most of our training programmes online and were able to make more learning, such as resilience and inclusion and diversity workshops, available to a broader scope of employees.

In 2020, employees across our business completed a total of 2.1m hours of virtual and in-person training, equating to 28.5 hours training per employee. Critical training on safety, business conduct, regulatory requirements and key employee development needs were prioritised early in the COVID-19 crisis. In 2020, 96% of employees received training which satisfied our target for 95% of employees to receive training annually.

#### Training by type 2020 (Hours per employee)



### Investing in our workforce

We invest in talent development across our businesses, empowering our employees across all levels of education and employment to grow their careers through personal and professional development opportunities. In 2020, 86% of our operating companies offered career development opportunities or advice to employees. Career guidance was received by 59% of managers, 42% of operational employees and 40% of clerical/admin employees globally.

We continue to teach new skills to our workforce to meet the changing needs of our industry. We have placed an emphasis on providing access to world-class learning and development resources, along with educational and performance support systems. We also offer reimbursements for job-related degree programmes, at all levels of education. This is particularly relevant for smaller communities, where our operating companies may be a large employer in a local context.

We also collaborate with local communities through our apprenticeship schemes, graduate programmes and educational partnerships. Successful graduates and apprentices are given the opportunity to gain hands-on experience across our operating companies. For example, our CRH Technical Cement Graduate programme in Eastern Europe, provides opportunities for graduates to grow their technical capabilities, while learning about our business.

2.1 million

hours of employee training across our business in 2020





## Rewarding our workforce

Our success depends on our people. Effectively engaging, developing, retaining and rewarding our employees is a priority for us. We strive to create a work environment which encourages innovation, thrives on collaboration, rewards contribution and provides every employee with the opportunity to develop.

### Attractive working conditions

We strive to create a supportive working environment for our employees. Our global benefits are competitive, inclusive and align with our values. We design equitable pay packages to attract, motivate, and retain talent, while offering benefits in line with industry and national standards. We embrace and comply with local wage and working time laws. Our operating companies offer entry-level wages at or above the minimum wage, with many companies having policies in place to ensure a living wage. Policies or procedures are in place at our operating companies to prevent excessive working hours.

We promote flexible work practices where appropriate to accommodate a healthy work-life balance for our employees. We offer similar benefits to full and part-time employees working within the same business including parental leave, retirement provisions and access to disability or invalidity schemes.

Throughout the COVID-19 pandemic, flexible work practices were extended, where relevant, to accommodate changes in work situations, such as the move to remote working, family circumstances and workplace safety.

### Labour practices

We review workplace practices annually across all operating companies. In 2020, we found no cases of forced or compulsory labour and no employees or contractors under the relevant legal age working at any location among our businesses.

Apprenticeship and internship programmes are delivered in accordance with local legislation and are typically regulated by governmental educational agencies.

### Managing employee turnover

Approximately 40% of our employees have been working in our businesses for over 10 years, bringing a balance of knowledge and experience. However, the seasonal and cyclical nature of our industry means our workforce and management are required to deal with peaks and troughs in demand.

Our employee turnover rate is 22.8%; this includes seasonal employees, many of whom return year after year. We work to limit the impacts of seasonality and provide assistance to employees and managers with retirement planning and downsizing when it is necessary. Fair and flexible hiring and lay-off practices apply, particularly in seasonal businesses. For major operational changes, appropriate notice periods are implemented.

### Freedom of association

We respect the rights of our employees to form and join trade unions and take part in collective bargaining. We also take care that employee representatives do not suffer discrimination and have open access to members. Approximately 22% of our employees were members of trade unions in 2020. A number of our operating companies are unable to disclose this information due to regional legal restrictions and we respect this position. Membership varies by country, with union membership exceeding 70% in certain countries.

Wage negotiation is carried out depending on local industry practice. In 2020, 71% of the wage reviews were carried out on an individual basis or through unions/groups. Overall, the level of lost days due to industrial disputes was low in 2020, with just 109 work-days lost, equivalent to 0.0006% of all work days.

### Recognising strong performance

Our employees strengthen the reputation of the company through the relationships and networks built up across the different businesses. We offer performance-based compensation and rewards for our employees, dependent upon their contribution to the success of the business and demonstration of company values.

Our reward systems are transparent and designed to reward the entire workforce, from the Chief Executive to our frontline workers. Where relevant, key sustainability metrics are included. While safety may be incentivised at all levels, environment, community and product-related measures are typically incentivised at management level. In some cases, share-based incentives are provided in accordance with regulatory and industry practices in particular jurisdictions.



Our employees are leading the way across our industry. Luiza Barros of TexasBit, part of our Americas Materials Division, was named one of Women of Asphalt's '20 to Watch in 2020' list. Women of Asphalt supports women in the asphalt industry in North America through mentoring and advocacy, while also encouraging more women to pursue careers in asphalt. The '20 to Watch' list includes outstanding individuals who have achieved success, effected positive change in the industry and have given back to their community.



#### Case studies

[Click here](#) to read more information about our approach to human rights →



# Products

## In this products section

Developing innovative solutions for our customers	47
Building trust with our customers	48
Promoting a circular economy in our value chain	49

"Our industry plays a critical role in the development of a more sustainable society. Through a continuous focus on innovation, our businesses are supporting the transition to a low-carbon economy. We are reducing our environmental footprint while continuing to provide innovative solutions for climate-resilient infrastructure such as hospitals, schools, industrial facilities, community services and essential infrastructure services that form the backbone of modern society."



**Marie Glenn**  
Ash Grove Regional VP,  
Americas Materials

Our businesses produce high-performing, climate-friendly materials and products which play an important role in shaping a more sustainable built environment. Ergon, part of our Europe Materials Division, provided columns, beams, prestressed vaulting and other concrete elements for the Silver Tower project in Noordstation, Sint-Joost-ten-Node, Brussels. The elliptical structure is 136m tall, with 33 floors above ground and was completed in 2020.



## Developing innovative solutions for our customers

Today, the world is changing more rapidly than ever before. Architects, engineers and customers are increasingly working to address the challenges associated with developing net-zero energy buildings, reducing carbon emissions, reducing construction waste and developing smart, resilient cities. At CRH, we take the lead in rethinking the nature of sustainable construction. From healthy, energy efficient buildings to green infrastructure, our products make a real difference in addressing the sustainability challenges that increasing global urbanisation brings.



### Case studies

Click here to read more information about how our products contribute to sustainable cities →



## Products with sustainable attributes

At CRH, we are focused on developing innovative, value-added products and solutions that reduce construction times, improve the efficiency and safety of buildings and prolong the life-cycle of structures.

We offer multiple products and building solutions with enhanced sustainability attributes\*. In 2020, these sustainable products accounted for 46% of our product revenue. These include products with high levels of recycled content, such as recycled asphalt pavement (RAP), lime used in desulphurisation of air emissions, concrete products used in water management systems, as well as products that deliver sustainability benefits for the built environment. For example, Oldcastle APG, part of our Building Products Division, produce Greenline and VersaStone masonry products which are manufactured using up to 40% recycled materials. Concrete is also a key building material for the construction of renewable energy infrastructure and public transport.

We recognise the contribution many of our products can make in helping customers achieve higher scores in green building rating schemes such as BREEAM®, DGNB, and LEED®. This includes the thermal mass properties of concrete for improved building energy efficiency and the use of building envelope solutions, such as high-performance glass and glazing products that incorporate innovative thermal break technologies for superior thermal performance, while providing essential daylight. Overall, 25% of our relevant product revenue is from products that can be used in certified sustainable building schemes\*\*.

\* Products with enhanced sustainability attributes are defined as products that incorporate recycled materials or use alternative energy/fuel sources, products that have sustainability end-uses and products that have environmental benefits in production, such as a lower footprint than alternatives.

\*\* Products that can be used directly in structures certified to sustainability standards are defined as products that can be used in structures certified to BREEAM®, Green Globes®, LEED®, IC-700, etc.

## Collaborating to drive innovation

To master global challenges, our society needs innovations based on sustainable building solutions more than ever before. At CRH, we are collaborating across the construction value chain and the wider scientific community to promote innovation in technologies that provide lower-carbon products and structures (see page 29 for more information). In addition, our CRH ICSC is working to steer innovative solutions and build sustainability awareness across the construction sector (see page 32 for more information).

In doing so, we are contributing to achieving the UN SDGs. Key outcomes include greater resource and energy efficiency, as well as lower emissions, which result in a reduced carbon footprint both for us and our customers. This puts us firmly on a path towards a resilient, net-zero built environment. It is also important to consider how our products are used in the built environment. Working with our customers, we have applied innovative digital construction technologies and carbon management processes to reduce the embodied and operational carbon footprint of individual structural components incorporated into the built environment.



In 2020, CRH construction accessories businesses united under a single company brand, Leviat. As one global company, Leviat is more responsive to evolving customer needs and the demands of construction projects, on any scale, anywhere in the world. Leviat's engineered and innovative solutions improve the thermal and acoustic performance of buildings, as well as on-site safety and construction times.

## Resource efficiency and management

### What are the challenges and how are we managing them?

An ongoing challenge is how to deliver sustainable products that enhance the customer's vision for sustainability, without being compromised by the practicality of construction. To achieve this, we will continue to focus on innovation, research and development, across our operating companies and through our CRH ICSC, as we progress towards our CRH ambition for 50% of Group revenue to come from products with enhanced sustainability attributes by 2025.

### Our stakeholders tell us

"Increasing the use of supplementary cementitious materials in concrete can dramatically reduce CO<sub>2</sub> emissions while boosting the economy towards a circular approach. Further developing the capability of resources to capture and store CO<sub>2</sub> is a challenge currently being addressed by CRH and Politecnico di Torino through our well-established collaboration."

Paola Palmero,  
Professor in Materials Science and Technology,  
Politecnico di Torino



2030  
TARGETS

50%

of product revenue to come from products with enhanced sustainability attributes by 2025



## Building trust with our customers

Our ambition is to be the most attractive partner for our customers and deliver products that fulfil their evolving needs. We strive to build transparent, open relationships with our customers across every business activity in which we engage. Our ability to continuously combine our in-depth expertise with our wide range of resources reflects our ambition to be a provider of innovative, sustainable building solutions.

### Understanding customer needs

Our customers' satisfaction is the basis for our business success. We understand that our customers have their own sustainability goals to meet and that the early involvement of the construction material provider on individual projects is key to the success of meeting these sustainability objectives.

To better understand our customers' needs, we carry out regular perception surveys across our markets. In 2020, out of the 52% of Group companies who carried out formal surveys, customer satisfaction was rated at a high level, with 93% of completed surveys indicating above average levels of satisfaction with our products and/or services.

### Ensuring product responsibility

Product responsibility concerns the impact of our products and services on the environment, our stakeholders and customers. We consider health and safety aspects from the product concept stage right through to product use. Where necessary, our products are accompanied by Materials Safety Data Sheets containing information on use, storage and application. All our companies operating within the EU comply with the European Regulation on Chemicals (REACH) requirements in providing health, safety and environmental information.

All our products are manufactured to the highest national and regional technical standards and specifications and are independently certified. In addition, many of our businesses operate to ISO 9001 Quality Management Systems, further guaranteeing product quality.

### Driving sustainable construction standards

We are an active advocate of increased product transparency and provide information on the environmental performance of our products. Several of our products are supported by Environmental Product Declarations (EPDs) or certified to various certification standards, such as the BES 6001 standard for responsible sourcing of construction products.

We work collaboratively to enhance sustainability throughout the life-cycle of products. For example, we are a Founding Member of the Concrete Sustainability Council (CSC), which has developed a Responsible Sourcing Scheme industry standard for concrete, to enable informed decisions in the construction industry. We have also partnered with CEMBUREAU on various projects, such as Level(s), a voluntary building assessment framework, as well as provided input to various industry responses to legislation and standards proposed for the cement sector. You can find out more on page 47 about how we collaborate for innovation in the built environment.



Our concrete business units in Canada, Dufferin Concrete, Ontario Redimix and Demix Béton, part of our Americas Materials Division, are leading the industry in leveraging technology and providing paperless solutions to customers. Launched in 2020, the 'E-ticketing' solution eliminates the need for paper tickets, ticket scanning and storage, while simultaneously providing social distancing for employees and customers, and improving customer service. We aim to make our customer experience as smooth and time efficient as possible.

### Customers and products

#### What are the challenges and how are we managing them?

There are challenges associated with meeting evolving customer expectations and devising effective strategies to overcome the technological, operational and cultural barriers to meeting these needs. For CRH to meet these challenges, we focus on achieving early engagement in projects to ensure that our products and services are aligned to the evolving demands of our customers. We also promote our range of products that contribute to a sustainable built environment.

#### “ Our stakeholders tell us

"Addressing the major sustainability challenges facing the building materials industry requires leadership. CRH is a pioneer within its industry. Together, we have built a strong relationship to permanently capture and utilise CO<sub>2</sub> to produce sustainable construction products using a circular and low-carbon approach. This requires forward-thinking managers and a culture of innovation, combined with a vision for a better future."

Dr Paula Carey,  
Founder and Technical Director,  
Carbon8 Systems

# Promoting a circular economy in our value chain

Increasing consumer demand for more sustainable products, as well as new environmental regulations, pushes manufacturers to commit to sustainable and circular outcomes in their processes. It is an opportunity for collaboration across industries to make changes to production and consumption systems and design products in a smarter way, extending their useful lives and ensuring that they can be returned to the circular economy at end-of-life.



## Case studies

Click here for more information on how we contribute to the circular economy →



## Providing end-of-life solutions for products

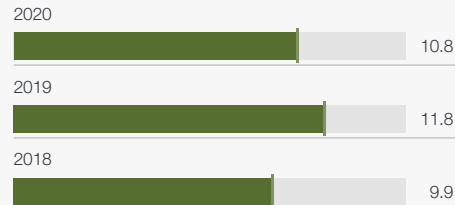
Designing products in a smarter, more sustainable way offers significant environmental and economic benefits. At CRH, we are rethinking and redesigning our products and components to improve the life-cycle performance of buildings and provide end-of life solutions for our products.

Our operations use by-products from both our own and other construction and industrial processes, such as recycled asphalt pavement (RAP) and shingles, construction and demolition (C&D) waste, fly ash and ground granulated blast-furnace slag (GGBS), along with other reused materials. The amount of waste from other industries that we consume as alternative fuels and raw materials is 81 times greater than the amount of waste we dispose of.

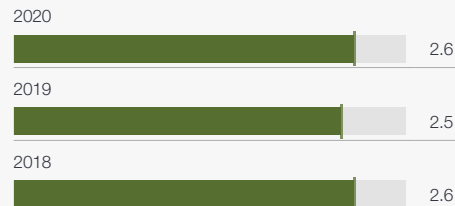
In 2020, we recycled a total of 36.5m tonnes of alternative fuels and materials in our processes. This includes 34.4m tonnes of alternative raw materials, substituting 8% of the virgin materials we would have otherwise used. Depending on the product, this substitution rate can be significantly higher. In addition, over the next decade, we expect to use over 100 million tonnes of RAP in our road surfacing products.

In 2020, 2.6m tonnes of our total alternative materials were by-products from our own internal processes, such as baghouse fines and off-spec products which were internally recycled back into processes where possible. In addition, through co-processing, we recover waste streams from other areas of industry to be used in the manufacture of alternative fuels. The replacement of fossil fuels, such as coal and petcoke with these alternative fuels is key to reducing the carbon intensity of cement production. You can find out more on page 31.

### Other reused material (million tonnes)

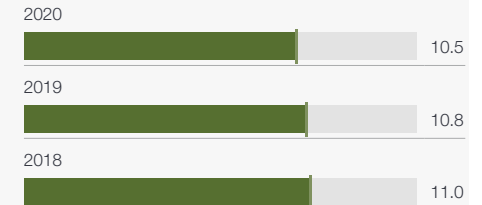


### Internal by-products (million tonnes)

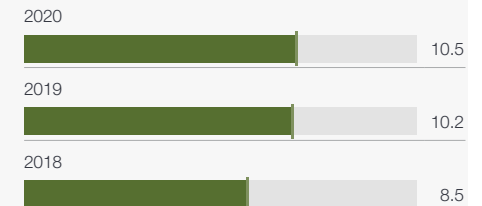


Where possible, our operating companies use alternative materials to provide end-of-life solutions for products. For example, MoistureShield composite decking from Oldcastle APG, part of our Building Products Division, is manufactured using 95% recycled content.

### RAP and shingles (million tonnes)



### C&D (million tonnes)



## Promoting a circular economy

Promoting the long-term benefits of our products for the circular economy is a key focus of our engagement with trade associations and other stakeholders. We provide knowledge and input on various standardisation processes and best practices through our participation in industry association working groups (see page 29 for more information).

In addition, our performance teams and our CRH ICSC continuously focus on trialing innovative pilot projects to increase the use of alternative fuels and materials in our processes, which can be rolled out across our operating companies to further drive our sustainability ambitions (see page 33 for more information).

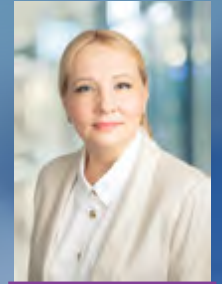


# Collaboration

## In this collaboration section

Collaborating with our stakeholders	51
Managing our human rights impacts	53
Aligning our supply chain with our values	54
Sustainable procurement strategy	55
Enhancing social value in our communities	56
Creating value for our communities	57

"COVID-19 brought to light the increasing importance of working together to meet the challenges we face as a society. Driving positive change across our value chain requires ongoing engagement and collaboration with our employees, customers, suppliers and local communities, leading to stronger partnerships and enhancing our sustainability agenda."



**Ana Diacova**

Plant Manager,  
Podilsky Cement,  
Ukraine

Our products help create structures that embody environmentally-conscious solutions and enhance the overall sustainability performance of buildings. Oldcastle BuildingEnvelope (OBE), part of our Building Products Division, collaborated with an architecture firm in the development of the York University Schulich School of Business in Toronto, Ontario, which has achieved the Leadership in Energy and Environmental Design (LEED®) certification.



## Collaborating with our stakeholders

As a diverse and global company, we want to make a positive difference on a large scale for people, society and the environment. Through meaningful engagement with stakeholders, we continue to develop and strengthen relationships to take action locally, provide solutions to challenges, and contribute to sustainable economic development.

### Engaging with our stakeholders

We take a collaborative and responsive approach to developing stakeholder relationships, while empowering our businesses to deliver local engagement in an inclusive and transparent way.

Our stakeholders include our employees, investors, customers, suppliers, governments, regulators, trade associations, academia, local communities, NGOs and other businesses.

We are very much embedded in local communities, with the majority of our employees living in the area local to our operations. Many of our employees give their time to our communities in various ways, including participating in the Boards of charities and industry associations.

Due to the restrictions associated with COVID-19, we were unable to welcome visitors onto our sites during 2020, breaking with our long tradition of hosting open days and other events. Our operating companies have been working hard to find other ways to engage with stakeholders and the local community. In 2020, our operating companies hosted 810 stakeholder engagement events, a decrease on the previous year.

### Growing our engagement

Stakeholder input is particularly important in developing, implementing and continuously improving our sustainability policies and commitments. Building partnerships with our stakeholders leads to improved engagement and communication, continued improvement in our sustainability reporting, as well as increased understanding of our impacts and opportunities.

We use appropriate activities to interact with each of our stakeholder groups, depending on our line of business, location and area of interest (see a summary on page 52). We use the outcomes from these interactions to identify gaps and opportunities for our businesses at a global and local level. This analysis feeds into action plans for relevant areas.

In addition, internal and external stakeholder feedback plays a central role in our materiality assessment process in evaluating and prioritising our key material sustainability issues (see pages 16-17 for detail on our most recent materiality assessment). This feedback makes it easier to not only define risks, opportunities, and KPIs, but also to report and set strategic targets.

### Supporting our stakeholders

Proactive engagement and communication lead to stronger partnerships and increased opportunities for all our stakeholders, as well as continued improvement in our sustainability performance. By closely collaborating with our stakeholders, we maintain our social license to operate and enable shared value creation.

The COVID-19 pandemic has overshadowed much of 2020 and at CRH, we have responded to this global challenge in multiple ways to support, not only employees, customers and suppliers, but also the communities where we live and work. Some of the ways we have helped our stakeholders include donating PPE, providing necessary products, such as protective glass enclosures, supporting our more vulnerable neighbours and helping to fast-track new hospital building work.

We are proud of how we were able to help our communities during what has been a very challenging time. You can read more about the ways in which we are engaging with local communities and our positive contributions on pages 56-57.




Annual report

Read more about our stakeholder engagement online in our 2020 Annual Report



Across our Americas Materials Division, businesses and employees have been doing their part to support local communities and each other in response to COVID-19. For example, Tilcon Connecticut, Texas Materials and Pennsy Supply are among the many CRH companies that donated masks and face shields to healthcare providers on the front line, to help meet the increasing demands for suitable PPE.

## How we engage with our stakeholders

	Employees	Local communities	Investors	Customers	Suppliers	Governments and regulators	Academic and scientific community	Media	NGOs and pressure groups
<b>Key areas of engagement</b> 	Business performance Health and safety Inclusion and diversity Corporate governance Human rights Potential local impact	Community issues Planning matters Potential local impact Sustainability	Business performance Strategic growth Capital allocation ESG topics Board and Executive remuneration Inclusion and diversity	Customer relations and contracts Quality and delivery Health and safety Sustainable products Product innovation Collaboration	Quality and delivery Health and safety Contract performance Local impacts Corporate governance Human rights Environment and climate	Health and safety Environment and climate Corporate governance Planning matters Natural capital Product standards	Environment and climate Product efficiency and innovation Human rights Natural capital Graduates and apprentices	Business performance Health and safety Inclusion and diversity Environment and climate Product innovation Corporate governance	Eco-efficiency Environment and climate Human rights Corporate governance
<b>Key methods of engagement</b> 	Team meetings Employee surveys Employee newsletters Podcasts Town hall meetings CEO blog Performance reviews One-to-one meetings/briefings	One-to-one meetings Open days Site tours and virtual events Participation in local events Employee engagement processes	Annual General Meeting One-to-one meetings and calls Surveys Investor and ESG conferences and roadshows Results presentations	Negotiations Customer surveys Formal market research Company websites and social media Product information on packaging Customer relationship development Exhibitions	Supplier surveys Contractual meetings Tender questions Information requests E-tendering platforms Assessment and due diligence	Briefings and direct meetings Multi-stakeholder forums Industry associations Audits Open days	One-to-one meetings Seminars and lectures Intern, graduate and apprenticeship programmes Presentations Round table discussions	Media surveys Interviews Media briefings Press releases Social media	One-to-one meetings Presentations Participation in events Open days
<b>Frequency of engagement</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	As required	As required	Ongoing	As required
<b>2020 Outcomes</b> 	Improved engagement with employees helps to attract, develop, retain and motivate our workforce, sustaining our competitive advantage and long-term success. In 2020, it also allowed us to help protect our employees and their families during COVID-19.	Engaging with our local communities during 2020 ensured that we increased our understanding of their needs and priorities, addressed any concerns and took responsibility for potential impacts.	Engagement with investors helps us understand their expectations of our risk management and our financial and ESG performance. During 2020, investor focus included assurance that measures being taken as a result of COVID-19 were protecting employees, society and the business.	Engaging with our customers ensures we listen to their needs and deliver innovative solutions required to meet their sustainability commitments. In 2020, we focused on ensuring we continued to meet customer requirements throughout COVID-19.	We engage with suppliers to develop a responsible and sustainable supply chain needed to deliver innovative and sustainable products. During 2020, we worked with our suppliers to ensure that practices such as safety and business conduct were not impacted by COVID-19.	In 2020, our engagement with local and national regulators, governments and industry associations, ensured that we contributed appropriately to issues relevant to our activities, improved our sustainable performance and progressed projects for societal enhancement.	By engaging with academic and scientific institutions during 2020, we continued to support partnerships and collaborations on research and development, championing innovative advances and collaborating on sustainability solutions.	We continued to improve our engagement with media to ensure that specific sustainability issues were addressed appropriately and effectively. During 2020, engagement focused on how we are addressing climate change and the positive impacts of our industry in facing the challenges of COVID-19.	Through our memberships and partnerships with NGOs we continue to be involved in developing industry best practices across a range of established sustainability topics and collaborating on sustainable solutions across the value chain.

# Managing our human rights impacts

CRH is a truly global business, employing c.77,100 people across 30 countries. We are committed to respecting internationally recognised human rights and the UN Guiding Principles on Business and Human Rights across our operations and extended supply chain. Our annual 'Commitment to Human Rights' Modern Slavery Statement provides detail on our overarching commitments, core policies and the governance processes we have in place to manage human rights.

## Our human rights approach

At CRH, we understand the importance of human rights and the role of business in the protection and upholding of human rights across its operations. We continue to develop and refine our approach to human rights due diligence to better understand our potential impacts.

Our Annual Review provides information on the people working across our operations, in particular the employees and contractors working on our sites. Through our sustainable procurement programme, we carry out key supplier risk assessments to identify any potential high-impact supply chains. Where we identify impacts, we work with our suppliers to develop remediation plans for those affected and build the capacity of suppliers to then ensure these impacts are properly managed on an ongoing basis. Our operating companies have developed Community Engagement Plans, where relevant, to help meet the needs and priorities of their local communities. In addition, we extend elements of our annual Social Review to joint ventures and associates.

## Our policies and processes

Our Social Policy, Code of Business Conduct (CoBC), Supplier Code of Conduct (SCoC) and other Group-level policies set the framework for ensuring that we uphold our commitments to human rights. In addition, we have an independent, multi-lingual "CRH Hotline" facility, accessible 24 hours a day, seven days a week, which allows our employees, customers, suppliers and stakeholders to raise any issues of concern (see page 62).

As we continue to further develop and implement our processes, we recognise that we need to work with all of our stakeholders, including employees, contractors, supply chain partners, communities, NGOs and our peers, to support the enhancement of human rights. We will continue to strengthen and implement a robust human rights approach across our operations, with a particular focus on our supply chain.



### + Our due diligence work has highlighted four salient human rights impact areas

#### Safety of those working on our sites

There are multiple safety hazards associated with our industry. Our Safety section (pages 20-25) provides details on how we manage safety across our operations, working towards our ambition of zero harm.

#### Health of the communities living close to our materials activities sites

All of our potentially high impact materials activities have a Community Engagement Plan in place at their sites. For more information on our stakeholder and community engagement processes see pages 51 and 56.

#### Employment conditions of contractors working on our sites

Through our Annual Review, we assess the working conditions of our employees and contractors. For more information on our labour practices see page 45.

#### Labour rights of those working in our extended supply chain

We source our materials and products from over 118,000 suppliers worldwide. Through our sustainable procurement programme, we work with our suppliers and stakeholders to promote human rights. For more information on our supply chain processes see pages 54-55.

## Human rights

### What are the challenges and how are we managing them?

Due to the size and scope of our business, we face the challenge of managing potential impacts to human rights across a complex global supply chain involving many players across multiple countries. Our priority is to continue to strengthen our human rights approach for further alignment with relevant and credible international frameworks on business and human rights, with a focus on ensuring 100% of our relevant suppliers are compliant with our human rights and labour policies.

### “ Our stakeholders tell us

"Human rights are a fundamental and non-negotiable concept. The effort required to tackle abuses of human rights around the world is more than any one organisation can achieve, however large. Collaboration is vital, this is not an issue for competitive advantage or protecting intellectual property. I commend CRH's plan to collaborate widely on this issue and look forward to seeing positive outcomes."

Shaun McCarthy OBE,  
Chair, Supply Chain Sustainability School



Statement

Click here to read our Modern Slavery Statement ➔





## Aligning our supply chain with our values

At CRH, we expect our suppliers to share our unwavering commitment to good ethical practices. We work closely with our suppliers and other stakeholders to drive improvements in the supply chain and support suppliers to provide good jobs and manage their environmental impacts. With the growing expectations on transparency and reporting, our supply chain programme is constantly evolving.

### Our supply chain footprint

Together, our operating companies purchase around \$16 billion of goods and services every year from 118,000 suppliers spread across America (48%), Europe (51%), Asia and the rest of the world (1%). We also extract raw materials – such as aggregates, sand and gravel, to use in our own processes, as well as to supply to external customers.

The CRH Group Procurement Council oversees all aspects of purchasing strategy, policy, targets and objectives. Core business lines each have their own supply chain footprint with different challenges and opportunities, and therefore, our approach to each differs:

- Our Materials businesses are vertically integrated, often extracting much of their own raw materials, or using materials produced by other operating companies
- Our Building Products businesses source a wide range of products from manufacturers across the world, accounting for a significant number of suppliers in our total footprint



Our procurement teams continuously work to find new ways to innovate for positive change and support the transition towards more sustainable supply chains. As part of ongoing sustainable transport development, EQIOM, part of our Europe Materials Division in France, is using an Econic truck, designed to adapt to the needs of drivers, ensure better safety in road transport and anticipate the safety standards of tomorrow.

### Promoting good practices

We source goods and services through multiple routes: from centralised procurement, to local buying and to e-sourcing. Our 'Know Your Supplier' due diligence system provides key third-party data points for financial risk, sanctions screening and adverse media. We expect 100% of suppliers to comply with our Supplier Code of Conduct.

All of our procurement teams are increasingly integrating sustainability into our sourcing processes. Our supplier selection and ongoing assessment processes include sustainability criteria. We increasingly build on our key supplier relationships to ensure we respond to sustainability issues and provide added value in key areas.

We assess risk at a commodity level, in line with ISO 20400 best practice. We use 12 assessment criteria covering areas such as health and safety, human and labour rights, environment, climate change and governance, to understand potential risks and act strategically across a range of profiles which can be improved. We provide responsible procurement training to those staff working directly with our suppliers. The training helps equip staff with the understanding and tools to be able to spot issues and effectively engage suppliers through their Category Strategy Plans.

### Driving improvement through collaboration

Our commitment to our values goes beyond our own activities. We aim to support the transition towards more sustainable supply chains across the entire industry. We engage with suppliers, governments, industry bodies, businesses and other partners and collaborate to find new ways to innovate for positive change, support local communities and create social value.


### Understand the risks and impacts of COVID-19

We are acutely aware of the impact of COVID-19 on those working in global supply chains, such as potential challenges of increasing unemployment and pressures on environmental management. The vulnerability of certain groups has been exacerbated by COVID-19 – in particular migrant workers, women working in the supply chain, and young workers.

Our procurement teams work in partnership with our suppliers to find solutions to potential issues. In response to COVID-19, we have undertaken specific resilience discussions with suppliers. Our 'Know Your Supplier' programme is designed to highlight suppliers that are undergoing a change in their financial health, so we can be more targeted in this approach. In addition, our procurement teams continue to work closely with our operating companies to address the issues that have arisen from the pandemic.

We continue to review our supply chain risks through our Enterprise Risk Management (ERM) Framework. Our commodity heatmap assessment is reviewed prior to any significant procurement project. We also work with our auditing partners to ensure our on-site assessments are fit for purpose.

 Policies

[Click here](#) to read our Supplier Code of Conduct 



**2030**  
TARGETS

**100%**  
of our suppliers to comply with our Supplier Code of Conduct

# Sustainable procurement strategy

Our customers and stakeholders want assurance that the products we supply are produced in a responsible way. In order to make an impact on issues in our supply chain we have embedded a sustainability approach in our sourcing strategy.



Pathway to impact → Supply chain risk → Benefits →

Pathway to impact	Supply chain risk	Benefits												
		Spend %	Safety	Health	Labour Practices	Fairness, inclusion and respect	Social value	Energy and CO <sub>2</sub> emissions	Environmental stewardship	Resource efficiency	Circular economy	Water	Legal and compliance	Economic growth
<p><b>CRH Group Policy</b></p> <p>Clear and robust policies and standards that reflect best standards. Our Supplier Code of Conduct (SCoC) is available on <a href="http://crh.com">crh.com</a></p>	<p><b>PACKAGING</b></p> <p>2%</p> <p>M L L L L L L H M H L L L</p>	<p><b>Reduced Risk</b></p> <p>By integrating sustainability requirements at the start of the tender stage we are able to mitigate risks more effectively than after the event.</p>												
<p><b>Monitoring the drivers</b></p> <p>Creating a compelling argument of how and why improved sustainability is good for business and how it delivers value for stakeholders beyond financial benefits.</p>	<p><b>CHEMICALS</b></p> <p>5%</p> <p>M M M L L L H M H L L L L</p>	<p><b>Innovation</b></p> <p>Sustainability and innovation are increasingly linked and often lead to lower total cost of operation solutions.</p>												
<p><b>Enablers</b></p> <p>Developing processes that enable our procurement teams, sourcing specialists and suppliers to meet our evolving requirements.</p>	<p><b>IT &amp; Telecom</b></p> <p>1%</p> <p>L L L L L L M L H H L H L</p>													
<p><b>Risk and priority analysis</b></p> <p>Identifying the risks and prioritising areas for improvement for specific commodities.</p>	<p><b>Building Components &amp; Manufacturing Materials</b></p> <p>8%</p> <p>H M H L L M H M L L L L L</p>	<p><b>Collaboration</b></p> <p>Procurement creates a critical narrative that can demonstrate trust and deeper relationships with both customers and suppliers.</p>												
	<p><b>Sourcing process</b></p> <p>Integrating safer, fairer, cleaner and better performance in all of our procurement and buying activities.</p>		<p><b>Energy</b></p> <p>9%</p> <p>M H L L L L H H H L L L L</p>											
	<p><b>General Services</b></p> <p>8%</p> <p>L M M M H M L L L L L M</p>													
	<p><b>Mobile Equipment</b></p> <p>6%</p> <p>M M L L L L H L L L L L L</p>													
	<p><b>Production Equipment</b></p> <p>5%</p> <p>H M M L L L H L L L L L L</p>													
	<p><b>Raw Materials</b></p> <p>18%</p> <p>M M M L M M H M H M M M</p>													
	<p><b>Logistics Services</b></p> <p>20%</p> <p>H H L L L H M L L L L H M</p>													
	<p><b>Maintenance &amp; Production Services</b></p> <p>14%</p> <p>H H L M M L L L L L H L</p>													
	<p><b>Facilities Management &amp; Estates</b></p> <p>4%</p> <p>M M H H M M M M M M M L</p>													

# Enhancing social value in our communities

We aim to use our reach and influence to maximise our positive impact, working hard to support local livelihoods and businesses and to build strong, proactive and transparent relationships with our local stakeholders.

## Strengthening local relationships

With over 95% of our employees living locally to our businesses, we are very much embedded in the local communities where we are located. Our operating companies contribute to local communities, for example, through employment, educational development and supporting local businesses.

We strive to promote positive neighbourly relations to understand the needs and priorities of local stakeholders. To achieve a consistent approach, our operating companies are developing Community Engagement Plans in all relevant locations, to help us understand any concerns and take responsibility for potential impacts.

## Investing in our local communities

Community investment is one of the ways we contribute to thriving and inclusive communities. In 2020, we donated \$8.3 million to local organisations and initiatives, focusing on the most prevalent needs in our communities (see page 69 for a breakdown of donations by area).

Education is a focus area and, in addition to donations, we had approximately 400 educational interactions with 13,200 people participating over the last three years. The COVID-19 pandemic resulted in a substantial decrease in the number of educational interactions across our locations in 2020. We have been working hard to help our communities in other ways and we hope to advance our work again in this area, once it is safe to do so.

**\$35 million**  
invested over the past 5 years in local community initiatives



## Assessing our social impacts

Like many global companies, assessing the impacts of our social investments is an ongoing challenge. We focus on measuring the global impacts of our investments – including financial, non-financial and social benefits – so that we can make informed choices and scale up our positive contribution. We use our Communities Reporting Tool to measure inputs and outputs of our investments and projects.

## Building resilient communities

Many of our businesses engage in successful partnerships with stakeholders, to tackle the housing crises in their own communities. For example, our North American business sponsors a company-wide Habitat for Humanity project each year to tackle the housing crisis, uniting employees to build a home for a family. In addition to employees' hands-on participation, we donate products including concrete blocks, pavers and mulch. More impressive than the material and financial support is the impact that these types of partnerships have on neighbourhoods, communities and individuals.



In 2020, CRH Ukraine's Podilsky Cement Plant, Odessa Plant and Mykolaiv Cement Plant celebrated the plants 50th, 55th and 70th anniversaries, respectively. These plants are part of our Europe Materials Division and have had a hugely positive impact on the local communities in Ukraine through employment and corporate social responsibility initiatives. The positive relationships that have been established are a testament to the ethos of community engagement ingrained within CRH operations worldwide.

## Community and society

### What are the challenges and how are we managing them?

The effects of COVID-19 will continue to be felt in communities around the world for the foreseeable future. At CRH, we are working hard to make a real and lasting impact within our local communities, to help address the challenges faced by society. To achieve a consistent approach, our businesses are required to implement a Community Engagement Plan.

### “ Our stakeholders tell us

"Focus Ireland fundamentally believes that homelessness is wrong. Through our partnership with CRH we are on the way to ensuring no family in Ireland is without a place to call home. Given COVID-19, our Shine a Light Night fundraiser became a virtual event this year, with people sleeping out in their own homes. The CRH team raised an amazing €40,000 and we are truly grateful for this and CRH's ongoing corporate support."

Aisling Nolan  
Major Gifts Manager, Focus Ireland



**2030**  
TARGETS

**100%**  
of companies to have a Community Engagement Plan by 2030



# Creating value for our communities

We aim to develop more inclusive and resilient communities through a shared global approach that considers the specific needs of each community. Our social values align with our core business strategy to empower communities and provide opportunities for us to create common value across our global footprint. Here are some examples of the way our businesses supported their local communities in 2020.

## Environment and conservation

Callanan Industries, part of our Americas Materials Division, continues to work with its local communities, through engagement events, employee volunteering and donations to community initiatives, to ensure that the needs and priorities of local communities are addressed. In 2020, Callanan Industries was awarded the NAPA Award for Community Involvement and the National Association of State Land Reclamationists (NASLR) Outreach Award for environmental stewardship efforts at East Kingston Quarry, New York.



## Community relations and development

Preferred Materials, part of our Americas Materials Division, recently hosted its third fundraiser for the Salvation Army's Angel Tree programme in Florida. The Angel Tree programme provides new clothes and toys for thousands of children in need in the Tampa area. This year, due to the pandemic, the company had to alter the schedule somewhat to provide for appropriate social distancing at the outdoor event, as well as provide face coverings.



## Arts and culture

Central Supply, part of our Americas Materials Division, donated Stone Strong blocks manufactured at their Saltwell precast plant in Bridgeport, West Virginia, to help create an outdoor dining space in the City of Morgantown. The company teamed up with members of the community in order to create a dining space that would comply with COVID-19 seating restrictions and allow local people to dine outdoors while social distancing. It is hoped that the dining space will help bring life back to the downtown area post-pandemic.



## Health and wellness

Tarmac, part of our Europe Materials Division in the UK, worked with its suppliers to install a new car park and access road for Cheshire based children's charity, The Joshua Tree. Operating across the North West and North Wales, the charity is dedicated to working closely with families affected by childhood cancers. Tarmac laid the new car park and access road within two weeks, and also completed some kerbing and drainage works for the charity.



## Education and employment

Irish Cement and Roadstone, both part of our Europe Materials Division in Ireland, play a big part in supporting local Men's Sheds. These are community-based projects where local men gather to share and learn practical skills such as carpentry and gardening, while building friendships and support networks. Both Irish Cement and Roadstone have helped provide new premises for Men's Sheds, including workshops, meeting rooms and gardens.



## Provision of shelter

CRH is a partner of Focus Ireland, a non-profit working with individuals and families who are homeless or at risk of losing their homes. Since 2017, we have been proud to support the Focus Ireland SLI initiative, a service helping people transition to independent living after leaving homeless services, and more recently the establishment of a new Family Centre, which opened in Dublin in January 2020.





# Integrity

## In this integrity section

Delivering sustainable long-term value	59
Managing risk and building resilience	60
Operating with integrity	61
Driving our corporate governance strategy	63
Embedding sustainability into our governance structures	64

"As social responsibility becomes increasingly important and broader stakeholder concerns intensify, our values and culture of ethical behaviour help us to navigate these changes. In these challenging times, it is more important than ever for CRH to continue to meet the highest standards of business conduct, as we uphold our commitment to do what we say and lead with integrity."



**Isabel Foley**  
Group General Counsel



Tarmac, part of our Europe Materials Division in the UK, recently received Clear Assured Bronze Standard from assessment body The Clear Company for its work with inclusion and diversity. This accreditation was awarded due to the successful changes to policy and processes, as well as a fundamental cultural shift across the company, reflecting the efforts undertaken by all employees and leaders to foster and celebrate a fair and supportive culture that promotes opportunities for all.

## Delivering sustainable long-term value

Our ability to deliver profitability, cash generation and sustainable long-term value in a rapidly evolving environment demonstrates the strength and resilience of our business. Led by our experienced management team, we continue to execute our robust business strategy, driving both current business performance and the transformation needed to meet future demands in an uncertain world.

### Sustainable value creation

Sustainability is a strategic imperative for our business. As global efforts to address the challenge of climate change increase, we are evolving our business to take advantage of the many opportunities presented by a rise in demand for more sustainable forms of construction. We believe that meeting these needs in a manner that respects sustainability principles and addresses potentially negative impacts will increase our ability to drive profits and create lasting value for all our stakeholders, including investors, customers, employees, partners, suppliers and local communities.

We are ranked among sector leaders by leading Environmental, Social and Governance (ESG) rating agencies. We are a constituent member of indices including the FTSE4Good Index, the STOXX® Global ESG Leaders Index and the Dow Jones Sustainability Index as well as a long-term participant in CDP (formerly Carbon Disclosure Project). See page 83 for more information on our ESG benchmarks.

As well as being beneficial for our business, our sustainability ambitions also have an outward focus. Our actions are intended to contribute to the delivery of key initiatives, such as the Paris Agreement and the UN SDGs (see page 11 for more information). Looking ahead, we plan to further integrate ESG considerations into our treasury management processes.

### Creating economic value

Our global operations continue to drive improvements in product development, production and sales, strengthening our position as a leader in the markets where we compete. Economic value CRH created for stakeholders in 2020 included:

- \$4.6 billion EBITDA\*
- \$1.2 billion profit after tax
- \$3.9 billion operating cash flow
- 10.1% RONA\*\*
- \$0.6 billion in taxes paid

### Transforming our strong portfolio

We have a continuous focus on identifying and acquiring strong businesses that complement our existing portfolio and ensure the long-term sustainability and growth of our business. We undertake extensive due diligence for all acquisitions, recognising strong performance across environmental, social and governance (ESG) issues as a key indicator of a well-run business. In developing markets, we place particular focus on ensuring strong governance is in place, including human rights and other relevant social and ethical requirements.

Despite the disruption of the COVID-19 pandemic, the Group invested \$0.4 billion in 17 small and medium sized bolt-on acquisitions in 2020. These businesses will be integrated with existing operations to further expand our ability to deliver for customers in key construction markets. In October 2020, CRH reached an agreement to divest its cement business in Brazil for a total consideration of \$0.2 billion. This is in line with our focus on reallocating capital.

### Economic value creation

#### What are the challenges and how are we managing them?

Businesses today are faced with meeting evolving stakeholder expectations and navigating the current challenges and financial impacts of the COVID-19 pandemic. To best position CRH for the long-term, we continue to incorporate sustainability into all aspects of our business model, including operational efficiency, acquisitions, strategic direction and market growth, challenging traditional business strategies and positioning CRH for long-term sustainable market growth.

#### Our stakeholders tell us

"As the transition accelerates, companies with a well-articulated long-term strategy, and a clear plan to address the transition to net-zero, will distinguish themselves with their stakeholders - with customers, policymakers, employees and shareholders - by inspiring confidence that they can navigate this global transformation." (Extract from Larry Fink's 2021 letter to CEOs)

Larry Fink,  
Chairman and Chief Executive Officer,  
BlackRock

 Annual report

Read more about our economic value creation in our 2020 Annual report



All references to Income Statement data are on continuing operations. \*EBITDA is defined as earnings before interest, taxes, depreciation, amortisation, asset impairment charges, profit on disposals and the Group's share of equity accounted investments' profit after tax. \*\*Return on Net Assets (RONA) is a key internal pre-tax and pre-non-cash impairment measure of operating performance throughout the CRH Group and can be used by management and investors to measure the relative use of assets between CRH's business segments and to compare to other businesses. RONA is calculated by expressing total Group operating profit excluding non-cash impairment charges as a percentage of average net assets.



# Managing risk and building resilience

Enterprise Risk Management (ERM) plays a critical role in how we respond to a world of increasing uncertainty. Integrated and effective risk management facilitates better decision-making and builds resilience into our business, thereby driving performance, creating growth opportunities and generating sustainable shareholder value for CRH.

## Our ERM Framework

Our ERM framework, a core part of our risk management culture, is integrated across our businesses and utilised in strategic decision-making processes. Sustainability risks relating to areas such as health and safety, emissions, energy efficiency, climate change, human rights and local communities are covered through our ERM processes and assessed on an ongoing basis.

## Proactively managing risks

We recognise that strong risk management practices can provide a competitive advantage and an opportunity for value creation. This is evidenced by having best-in-class health and safety, sustainability and environmental practices, which makes us an attractive partner of choice.

To harness the collective capabilities of the Group and to support the consistent application of our ERM framework, formal risk workshops are held throughout our businesses and functions. These discussion-based workshops facilitate comprehensive risk analysis to ensure appropriate execution of our strategic objectives. Our ERM process optimises the allocation of resources and prioritises mitigating risks, which could prevent the achievement of strategic objectives.

Risks are continually identified and assessed as the relevant economic, social, political and regulatory landscape evolves, along with changes to our business and the markets in which we operate. At Group-level, formal materiality assessment processes regularly inform risk prioritisation.

## Sustainability risks and opportunities

With our global presence and industry leadership positions, we are very aware of our role in maintaining sustainability principles while we fulfil the needs of each communities' stakeholders. We assess the threats and opportunities facing CRH to ensure that our processes around managing sustainability risks are robust. Embedding ERM into our business processes, at all levels, creates an environment where leaders take a disciplined and focused view on risks.

Our ERM process also allows our businesses to focus on the upside of risk and assess viable value creation activities. An example is our success in addressing the risk of changing customer preferences by becoming a leader in the manufacture and supply of sustainable building products. We will continue to identify and manage risks and look for ways to turn them into opportunities to strengthen both our business and our reputation.

## Emerging risks

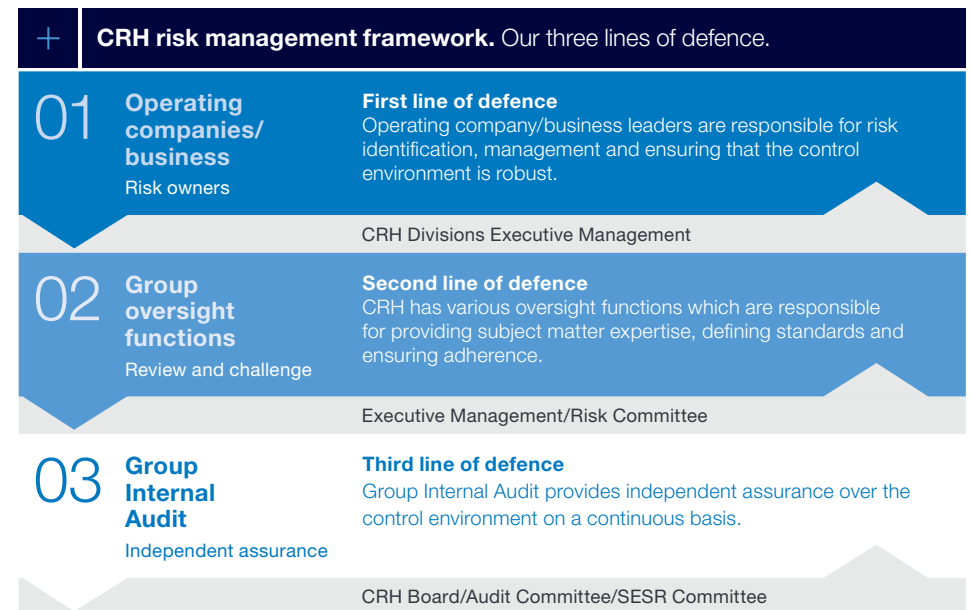
We identify and assess emerging risks with various time horizons to understand their potential impacts. Where appropriate, mitigating actions are implemented enabling us to deliver our strong commitment to performing sustainably and responsibly within the communities in which we operate and contribute to CRH's objectives (see page 13 for more information).

## Collective risk intelligence

The Group-level Risk Register is informed by our bottom, middle and top line perspectives and contains risks which may impede the realisation of core strategic objectives. Our principal risks and uncertainties are listed on pages 106-111 of the 2020 Annual Report and Form 20-F. They constitute the register which forms the basis of Board and Audit Committee communications and discussions.

 Annual report

Read more about our ERM processes in our 2020 Annual report 

## Operating with integrity

At CRH, our values unite us in the way we work, every day, all over the world. They are the foundation of our culture — they show what is important to us beyond financial performance. As we continue to navigate increasing social responsibilities and stakeholder demands, one thing that will never change is our commitment to operating with integrity. This commitment is vital to our success as a company.

### Upholding good business conduct

Our culture as a company is built on our commitment to upholding CRH values, in particular doing what we say and leading with integrity. This means we do the right things in the right way, comply with the law and work responsibly. To ensure that we are continuously meeting these values, everyone who works for CRH has a duty to read, understand, and abide by our Code of Business Conduct (CoBC).

Our CoBC, which was refreshed in 2020 and will be relaunched in 2021, establishes clear expectations for employee compliance with policies related to ethical business conduct. Our CoBC can be found on [crh.com](http://crh.com), with related training materials available to employees via the CRH training portal.

We support and encourage ethical leadership, as outlined by our Group Chief Executive in the introduction to the CoBC. The Audit Committee of the CRH Board provides executive-level oversight of CRH's Legal and Compliance programme, to ensure our continued commitment to legal and ethical business practices.

### Employee training

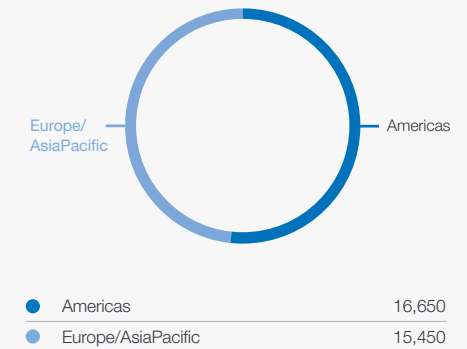
All new employees are required to complete our CoBC training and relevant employees undertake CoBC training and Advanced Compliance Training (ACT) on a regular basis. Of the 9,000 employees that received ACT in 2020, 44% were Managerial, 36% were Clerical/Administrative and 20% were Operational.

Legal and Compliance ensures training and communications materials and methods for delivery remain relevant to the risks our employees face in their roles. Additional training modules are developed for more focused topics and audiences where necessary. The CoBC and training programmes are available in 21 languages. We have exceeded our 2020 target for 95% of relevant employees to have received CoBC training.

### Managing compliance risk

At CRH, our sound business principles and practices drive our commitment to ethical behaviour, accountability and transparency. Risk workshops are attended by a selection of senior business and cross functional senior management throughout the year. They are led by Group Risk and facilitate meaningful discussions around management's view of risks, contributing to the collective risk of the Group and enabling a coordinated approach with Group Risk and Legal and Compliance. Mitigation against compliance risk is achieved through regular training, awareness, policies and guidance, supported by the Legal and Compliance function.

Employees trained in CoBC 2020 (Total: 32,100)



Our CoBC training programme, which includes an e-Learning component, has at its core the aim of ensuring that everyone in CRH understands that there is never a good business reason to do the wrong thing.

Policies

[Click here to read our CoBC](#)



# 95%

of relevant employees received CoBC training, exceeding our 2020 target



# Operating with integrity

Continued

## Reporting concerns

At CRH we provide formal, confidential ways to report concerns through a “Hotline” facility, an independent, multi-lingual reporting service that is accessible 24 hours a day, seven days a week. The CRH Hotline allows employees, customers, suppliers and other external stakeholders to raise any good faith concerns they may have relevant to CoBC, inappropriate or illegal behaviour or violations of any CRH policies or local laws. All concerns are handled discreetly and are professionally investigated with appropriate actions taken based on investigation findings. In 2020, a total of 309 concerns were raised globally.

We regard any suspected violation of law, policy or the CoBC as a serious matter. Retaliation or reprisals are not tolerated at CRH. In 2020, 21 proven incidents resulted in disciplinary action. Employees are made aware that disciplinary procedures can be invoked in the event of a proven breach of CRH policies or any rule of law.

**Concerns reported (Number of concerns)**



9,000

CRH employees received Advanced Compliance Training in 2020

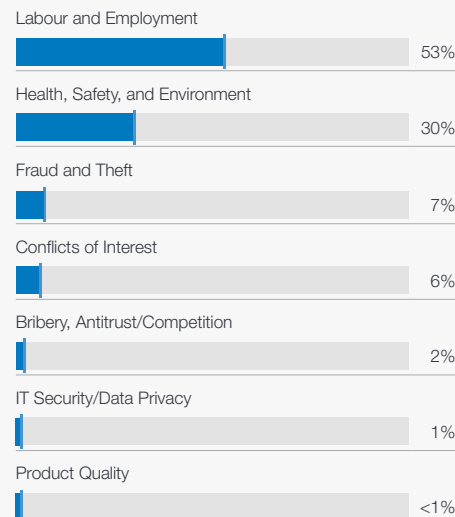


## Investigations and proceedings

At CRH, we have robust internal controls to help in the fight against all forms of corruption and illegal practice. Risks of corruption and fraud are monitored by management and Legal and Compliance teams. In addition, our CRH Internal Audit function works side-by-side with Legal and Compliance in monitoring compliance with the CoBC and supporting policies, and in providing an integrated approach to assurance. In 2020, there were no investigations from external parties into allegations of corruption against the CRH Group.

Some of our operating companies are party to legal proceedings, including some in which claims for damages have been asserted against them. Having taken appropriate advice, we believe that the aggregate outcome of such proceedings will not have a material effect on the CRH Group’s financial condition, operational performance, or liquidity.

**Concerns reported by type 2020 (% of total concerns)**



## Business conduct

### What are the challenges and how are we managing them?

Businesses are increasingly expected to define their purpose and engage in business conduct that exhibits responsible ethical behaviour, with everyone having a part to play. To meet this ongoing priority, we updated our CoBC in 2020, for relaunch in 2021. The CoBC is a practical guide to upholding our values and acting ethically in our workplace, in our business practices and in our communities. With support from executive management, we continue to educate relevant stakeholders to ensure compliance with our policies, demonstrating our commitment to true ethical behaviour.

### Our stakeholders tell us

“Thomas Jefferson is credited with saying that, ‘honesty is the first chapter in the book of wisdom.’ We agree. In today’s complex world, a corporate culture of ethical behaviour is critical to helping ensure success. We share CRH’s commitment to meet the highest standards of business conduct and empower employees to perform with purpose and integrity.”

Dave Bauer  
President & CEO, American Road & Transportation Builders Association (ARTBA)

32,100

CRH employees were trained in our CoBC in 2020



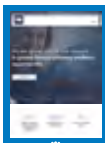


## Driving our corporate governance strategy

Strong governance is fundamental to building a resilient and successful organisation in which sustainability is embedded at all levels. We are widely recognised as a leader in corporate governance and we continuously review our governance structures and arrangements to ensure that these are of the highest standards.

### Leadership

[Click here](#) for more information on the Board, including its membership and the terms of reference of each Board Committee ➔



## The Board

The CRH Board is responsible for the leadership, oversight, control, developments and long-term success of the Group. The Board works with management to consider specific issues relevant to the overall conduct of our businesses – including strategy, safety, geopolitics, sustainability, budgets and acquisitions and disposals.

As of 31 December 2020, there are two executive and 10 independent non-executive Directors on the CRH Board, 42% of which are female. The independence of non-executive Directors is considered annually. The spread of nationalities of the Directors reflects the geographical reach of the Group and we ensure the Board has the appropriate blend of skills, knowledge and experience, from a wide range of industries, regions and backgrounds, necessary to lead the Group. In 2020, there were six full meetings of the Board.

## Board Committees

The Board delegates specific areas of responsibility to a number of Committees to assist in the execution of its responsibilities. The current Committees are the Acquisitions, Divestments and Finance Committee, Audit Committee, Nomination & Corporate Governance Committee, Remuneration Committee and Safety, Environment & Social Responsibility Committee (SESR).

The role of these Committees is to provide strategic direction, oversight and assurance on specific objectives. The Chairman of each Committee reports to the Board on its deliberations and minutes of all Committee meetings are circulated to all Directors. Committee Chairs also attend the Annual General Meeting to answer questions from shareholders. Current membership and the terms of reference of each Committee are available on [crh.com](http://crh.com).

## Board renewal and evaluation

Renewal of the CRH Board is an ongoing and dynamic process. The focus is on ensuring that the Board includes a diverse group of individuals, based on a broad set of factors, and that renewal is aligned with CRH's strategy and the needs of the business. All newly appointed Directors receive extensive briefing materials and the Chairman agrees an individually-tailored and comprehensive induction programme. Individual Director performance is reviewed annually by the Chairman.

A review of Board effectiveness is carried out by the Senior Independent Director on an annual basis. This review considers the operation and performance of the Board and its Committees, and the effectiveness of Board communications. This annual process is supplemented with an external evaluation by an external provider every three years.

## Compliance

We have clear procedures to ensure compliance with our obligations under the applicable rules and regulations, including those issued by the Securities & Exchange Commission. We continue to implement the 2018 UK Corporate Governance Code. Full details of our governance policies and structures can be found on pages 54-73 of the 2020 Annual Report and Form 20-F and in the Governance Appendix available on [crh.com](http://crh.com).

## Sustainability governance and advocacy

### What are the challenges and how are we managing them?

Today organisations are dealing with complex pressures from stakeholders to incorporate increasing social, environmental, market and technological trends into business strategies. We continue to embed all aspects of sustainability into our business strategy. This better positions CRH to align and drive both our financial and societal performance, as well as ensure accountability and build legitimacy with stakeholders.

### Our stakeholders tell us

“Today’s architects are strongly committed to sustainable, equitable design that addresses the climate crisis and promotes racial justice. We are pleased to partner with companies like CRH who are focused on sustainability, innovation, and enhancing the relationship between architects and building product manufacturers.”

Robert Ivy, FAIA  
EVP/Chief Executive Officer,  
American Institute of Architects (AIA)

# 42%

As at 31 December 2020, 42% of our Board of Directors are female



# Embedding sustainability into our governance structures

As a global leader, we are committed to operate as a sustainable business with policies and procedures that benefit our environment, establish a culture of integrity and shape our long-term response to global challenges. These values are embedded in our business strategy, sustainability practices and goals.

👉
Annual report

**Read more** about our corporate governance structures in our 2020 Annual Report

## Sustainability governance

Overseen by the Board, the Group Chief Executive has overall responsibility for CRH's sustainability performance and for ensuring the effectiveness of our approach to managing all aspects of sustainability. The Board has an established permanent committee to deal with safety, environment and social responsibility matters. The SESR Committee receives regular updates in each of these areas and is responsible for monitoring Group sustainability policies, practices, commitments and actions. The Board also receives regular updates on sustainability matters including environment, health, safety and social performance.

## Health and safety

During 2020, the Board and the SESR Committee monitored developments in the area of safety, including the background to, and learnings from, serious accidents. They also monitored the implementation of recommendations from an external advisory panel, the implementation of policies in relation to contractor management and energy isolation and the ongoing work to reinforce roles, responsibilities and expectations in the area of safety. In responding to COVID-19, our strong culture of safety ensured that we were able to quickly react to the challenges and implement best practices from the outset to protect the health and wellbeing of employees (see page 22 for more information).

## Inclusion and diversity

The SESR Committee is responsible for monitoring progress in relation to I&D below Board level. The approach to I&D is based on four initial workstreams (Communication; Education & Awareness; People & Practices; and Data & Measures) and includes the development of programmes and toolkits to supplement recruitment guidelines, best practices and KPIs. The Committee receives regular reports on progress towards each priority objective on the I&D roadmap.

## Employee engagement

The Board has delegated responsibility to the SESR Committee for managing stakeholder engagement, including with employees, to ensure that the views of all stakeholders are understood and are taken into consideration in its decision-making process. Current initiatives in this area include increasing Board members' engagement with employees and the establishment of a workforce engagement project team, comprised of a cross section of employees from across our global business.

## Corporate purpose

In addition to monitoring CRH performance across sustainability matters, the SESR Committee initiated a project and is working with management to more fully articulate CRH's purpose in a way that captures our aspirations beyond financial returns, communicates the unique nature of CRH, inspires our people and guides our day-to-day operations, our culture and our strategy. This work on corporate purpose, together with the CRH approach to I&D and employee engagement, will continue to support the Board's assessment of the alignment of CRH's purpose, values and strategy with our culture.

## Monitoring our policies

Policy implementation and monitoring is a management responsibility across all businesses supported by safety officers, environmental liaison officers, country compliance coordinators and human resource managers. Sustainability risks are integrated into ERM processes to ensure effective monitoring and management.

The Group Sustainability team facilitates all Group sustainability reporting and external assurance. This involves supporting businesses to better identify and address relevant sustainability-related topics, as well as reporting our sustainability performance, including financial and non-financial KPIs, in both our Annual Report and our annual Sustainability Report.

+
SESR Committee topics

### Safety

- Regular safety updates covering Group safety performance, policies, action plans, and the background, impact and required remediation actions in relation to any serious incidents

### Social responsibility

- Inclusion & Diversity
- Stakeholder engagement roadmap, including workforce engagement and supporting the health and well-being of employees
- Corporate purpose

### Reporting

- Annual and Sustainability Reports
- Task Force on Climate-Related Financial Disclosures (TCFD)
- Updates in relation to stakeholder regulatory expectations

### Sustainability/Environment

- Group 2030 sustainability targets
- CRH energy usage and initiatives in place to reduce Group CO<sub>2</sub> emissions



# Sustainability performance

## In this section

Reporting history, scope and basis	66
Our sustainability policies	67
Data summary	68
SASB index	72
GRI index	73
DNV assurance statement	81
External recognition and benchmarks	83



**Naomi Cooper**  
Head of Sustainability  
CRH

"We understand that to achieve long-term success, sustainability needs to be integrated into all our business activities. To continually drive change, we monitor progress across our activities, outcomes and impacts, ensuring that we are transparent in our sustainability performance and capture the value we generate for our stakeholders."

## Navigation



Click on this icon to read additional information in the Sustainability Report on a specific topic



Click on this icon to read additional reports and assessments available on [crh.com](https://www.crh.com)



Click on this icon to find more information on CRH, our businesses and our sustainability performance available on [crh.com](https://www.crh.com)



Lime is an essential product that can contribute to climate, environmental and circular economy solutions. Fels, part of our Europe Materials Division, manufactures lime products which are used in treating drinking water, sewage treatment, flue gas cleaning and sustainable agriculture applications such as fertilisation. To transport its lime products, Fels has managed to increase the rail to truck ratio in favour of utilising a more environmentally friendly rail.



# Reporting history, scope and basis

## History

We published our first report on our sustainability performance in October 2004. This Sustainability Report, published in March 2021, covers our activities during 2020 and KPIs cover the period January 2020 to December 2020. It is CRH's 18<sup>th</sup> annual report on sustainability and our 16<sup>th</sup> Sustainability Report.

## Independent assurance

Our report has been independently assured every year since 2005. You can find a detailed assurance statement on pages 81-82.

## Reporting standards

This report has been prepared in accordance with the GRI Reporting Standards Comprehensive Option. The GRI content index is provided from page 73. In addition, the Report is in accordance with the Sustainability Accounting Standards Board (SASB) reporting standards, detailed on page 72.

In 2020, we became a supporter of the Financial Stability Board's 'Task Force on Climate-related Financial Disclosures' (TCFD). Further information mapping our disclosures to the TCFD standards is included on page 12.

## Reporting scope and basis for reporting

This report is based on data from 100% of our subsidiaries covering the calendar year 2020. Our principal subsidiaries are listed on pages 250-253 of the CRH Annual Report and Form 20-F 2020.

In common with other large companies, we also hold shares in joint ventures and associates; a list of principal joint ventures and associates is provided on page 254 of the CRH Annual Report and Form 20-F 2020.

Data has been collated from over 3,110 locations spread across 30 countries. We have a robust data collection and management process in place, as assured by DNV for specific KPIs.

Our basis for reporting follows the GCCA definitions, GRI definitions and SASB definitions; these are publicly available at [www.gccassociation.org](http://www.gccassociation.org), [www.globalreporting.org](http://www.globalreporting.org) and [www.sasb.org](http://www.sasb.org) respectively. Metric units are used throughout, unless stated otherwise.

This Sustainability Report was reviewed and approved by the Safety, Environment and Social Responsibility (SESR) Committee of the CRH Board prior to publication.

We believe that the scope of this report addresses the full range of environmental, social and governance (ESG) aspects of our organisation. We have considered the GRI's Reporting Principles for Defining Report Content. A formal materiality assessment carried out with the assistance of an independent third party ensured we identified and reported on the most material topics related to our business (see pages 16-17).

The boundary for all material aspects was considered to be within the organisation. We have considered the principles of stakeholder inclusiveness, sustainability context, materiality, completeness, balance, comparability, accuracy, timeliness, clarity and reliability and believe that this report meets these principles.

In general, administration buildings are not included in environmental data, as these are not material contributors - they would contribute to less than 0.01% of emissions, waste and resource use.

## Calculation methodologies

For reporting CO<sub>2</sub> emissions we use the GCCA 'Sustainability Guidelines for the monitoring and reporting of CO<sub>2</sub> from cement manufacturing' and the accompanying Excel spreadsheet, 'Cement CO<sub>2</sub> and Energy Protocol, Version 3.1, CO<sub>2</sub> Emissions and Energy Inventory'. In this methodology, CO<sub>2</sub> from biomass fuels is considered climate neutral. We calculate CO<sub>2</sub> emissions from other activities using appropriate emission factors and in line with the World Resources Institute Greenhouse Gas Protocol (Revised Edition). We calculate Scope 2 emissions from electricity in line with the location-based method of the World Resources Institute Greenhouse Gas Protocol Scope 2 Guidance (2015), using 'International Energy Agency (2020) Emissions Factors' (published in 2020) and eGRID2018 'Summary Table' for emissions factors (published in 2020). We calculate Scope 3 emissions in line with the GHG Protocol's Scope 3 Standard and the GHG Protocol's Scope 3 Standard for cement companies, using the UK Government 'GHG conversion factors for company reporting 2020'. CO<sub>2</sub> reduction targets have a base year of 1990 in line with the Kyoto Protocol and standard industry practice. For reporting energy, we convert quantities of energy used to multiples of kWh using appropriate calorific values where necessary. Data on reduction of energy consumption is consolidated from data reported by our businesses.

For reporting air emissions, we use the GCCA 'Sustainability Guidelines for the monitoring and reporting of emissions from cement manufacturing'. The greater portion of air emissions are based on measurements – refer to page 70 for details of the portion of emissions from cement plants covered by continuous monitoring systems. Air emissions from certain facilities in the US are calculated using US EPA AP-42 factors. Our 2020 air emissions reduction targets have a base year of 2006, as the targets were agreed in 2007 and 2006 was the latest full year for which data was available.

For reporting of water, we used the GCCA Sustainability Guidelines for the monitoring and reporting of water in cement manufacturing. For reporting of safety indicators, we use the GCCA 'Sustainability guidelines for the monitoring and reporting of safety in cement'.

## Intended audiences

The key audiences for this report are our stakeholders including employees, neighbours and local communities, current and potential investors, sustainability rating agencies, customers and suppliers, government and regulatory bodies, academia and the scientific community, media, Non-Governmental Organisations (NGOs) and pressure groups.

We believe that this report provides a reasonable and balanced representation of the Group's material sustainability areas of impact and opportunity. It is designed to enable stakeholders to assess the Group's performance across these areas.

## Reporting challenges

Our reports are written for our stakeholders, but with global and local stakeholders in 30 countries, expectations and needs vary significantly. In addition, our diversified business means that the internal and external context for sustainability is complex. To meet these challenges, we focus on stakeholder inclusiveness, which, together with our materiality and risk management processes, helps to ensure we cover key areas in a complete and balanced way in our sustainability reporting.

Sustainability reporting is evolving with revisions to reporting standards and changing best practices. During 2020, we participated in consultation processes in relation to transparency and reporting on sustainability. Looking to the future, we aim to continuously improve our reporting and communications on sustainability so that all stakeholders are aware of our value adding approach.

# Our sustainability policies

With our global presence and industry leadership positions, we are committed to ensuring that sustainability principles are embedded in all areas of our business strategy.

We are committed to maintaining the highest quality in all things we do, from the products we produce and our culture of safety, to engaging with stakeholders. Our high standards are underpinned by our unwavering values, including putting safety first, continuously creating value and leading with integrity.

We set policies in key sustainability areas at Group level, covering Health and Safety, Social and Environment. Our management team works closely with our businesses in implementing these policies, reinforcing our guiding principles and ensuring that our vision, mission and values are shared across the globe. The 'Statement of Policy' for each of these key sustainability areas can be seen here.



## Commitment to sustainability in our business strategy

### Health and Safety



#### All working in CRH must:

- Comply, at a minimum, with all applicable health and safety legislation by developing a culture of health and safety excellence, continuously striving to meet or exceed industry best practice standards
- Ensure that our companies provide a healthy and safe workplace for all employees and contractors and take due care of stakeholders such as customers, visitors and communities at all our locations, monitoring and reporting performance to ensure Policy compliance
- Maintain open communications and require all employees and contractors to work in a safe manner as mandated
- Ensure that appropriate resources, training and supervision are provided
- Ensure that everyone working at CRH has the authority and responsibility to stop unsafe work on a no-reprisals basis

Statement of Policy

### Social



#### The CRH Social Policy, applied across all operating companies, is to:

- Comply at a minimum, with all applicable legislation and continuously improve our social stewardship, aiming all the time to meet or exceed industry best practice standards
- Support freedom of association and recognise the right to collective bargaining
- Apply the principle of equal opportunity, valuing diversity regardless of age, gender, disability, creed, ethnic origin or sexual orientation, while insisting that merit is the ultimate basis for recruitment and selection decisions
- Manage our businesses in a fair and equitable manner, meeting all our social responsibilities including working conditions, as both a direct and indirect employer
- Ensure that we deal responsibly with our suppliers and customers in accordance with our Code of Business Conduct, Supplier Code of Conduct and proper business practice
- Prohibit forced, compulsory and child labour in all forms including modern slavery

Statement of Policy

### Environmental



#### The CRH Environmental Policy, applied across operating companies, is to:

- Address proactively the challenges of climate change, reduce emissions and waste as well as optimise our use of energy, water, land and other resources
- Promote sustainable product and process innovation and new business opportunities
- Support and enhance biodiversity, ensuring responsible land use and biodiversity management
- Comply with or exceed all applicable environmental legislation and continually implement and improve our environmental management systems, always striving to meet or exceed industry best practice standards, monitoring and reporting performance
- Maintain open communications and ensure that our employees and contractors are aware of and adhere to their environmental responsibilities
- Maintain positive relationships with stakeholders through engagement and consultation, always striving to be good neighbours in every community in which we operate

Statement of Policy

# Data summary

**I** Please Note: Data refers to subsidiaries on a 100% basis unless otherwise stated. GCCA KPIs refer to cement plants only. Refer to [www.gccassociation.org](http://www.gccassociation.org) for definitions of these KPIs.

- KPIs for Climate Change, Alternative Fuels & Materials, Emissions, Minor Emissions and Water (with an exception) include subsidiaries on a 100% basis.
- KPIs for Health & Safety, Emissions Monitoring and Local Impacts include only cement subsidiary companies.
- KPI for % of sites with a water recycling system including subsidiaries on a 100% basis together.
- "Accident", in the context of safety statistics, refers to a non-fatal work-related injury to a company's, contractor's or sub-contractor's employee working at a CRH location (office, production, distribution, etc.) or contract location, or in work-related transit from or between those locations, leading to an absence of one or more days (or shifts) from work (not counting the day of the accident).
- "Fatality" refers to the work-related death of a company's, contractor's or sub-contractor's employee at a CRH location (office, production, distribution, etc.) or contract location. Exemptions to reporting are in accordance with the GCCA Guidelines and in summary include death due to natural causes, death due to criminal or illegal acts or death while in transport to and from work.
- "Recordable incidents" refers to all injuries (both on-site and off-site) including fatalities, accidents and all injuries requiring medical treatment (but not first aid) to a company's, contractor's or sub-contractor's employee working at a CRH location (office, production, distribution etc.) or contract location, or in work-related transit from or between those locations.

## Social

SAFETY	2020	2019	2018	COMMENT
Number of fatalities (directly employed)	0	0	0	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Fatality rate per 10000 (directly employed)	0	0	0	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Number of fatalities (indirectly employed)	2	0	1	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Number of fatalities (involving 3rd parties)	0	0	0	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Number of lost time injuries (directly employed)	36	35	34	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Number of lost days (directly employed)	1,021	859	1,357	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
LTI rate per 1m work-hours (directly employed)	2.09	1.87	1.95	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Severity rate per 1m work-hours (directly employed)	59	46	79	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Severity rate per 1m work-hours (directly and indirectly employed for all Group subsidiary companies)	39	34	39	
Number of lost time injuries (indirectly employed)	25	29	19	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.
Lost time injuries per 1m work-hours (indirectly employed)	1.18	1.00	0.69	GCCA KPI for Health/Safety. Refers to cement plants only. See note 2.

EMPLOYMENT	2020	2019	2018
New employment per region			
America	78%	74%	64%
Europe	21%	25%	35%
Asia	1%	1%	1%
New employment by gender			
Male	87%	86%	85%
Female	13%	14%	15%
Employee turnover by gender			
Male	87%	87%	86%
Female	13%	13%	14%
Length of service			
< 1 year	11%	15%	15%
1-4 years	31%	29%	29%
5-9 years	18%	16%	15%
10-14 years	11%	12%	14%
15-19 years	10%	10%	10%
20-24 years	8%	7%	7%
> 25 years	11%	11%	10%
Employee by category			
Operations	70%	70%	69%
Clerical / Admin	17%	18%	20%
Managerial	13%	12%	11%

EMPLOYEES BY COUNTRY	2020	2019	2018
United States	50%	50%	44%
Other	18%	18%	25%
United Kingdom	12%	12%	9%
Canada	7%	7%	8%
France	4%	4%	4%
Germany	3%	3%	4%
Ireland	3%	3%	3%
Poland	3%	3%	3%

TRAINING AND EDUCATION	2020	2019	2018
Employee training by category (%of total training hours)			
Operations	75%	76%	71%
Clerical / Admin	13%	13%	16%
Management	12%	11%	13%
% of employees receiving career development reviews			
Operations	42%	28%	28%
Clerical / Admin	40%	29%	25%
Managerial	59%	54%	51%



# Data summary

Continued

LOCAL COMMUNITIES	2020	2019	2018	COMMENT
Donations (\$m)	<b>\$8.3m</b>	\$7.4m	\$5.6m	
Civic & Community	<b>28%</b>	51%	42%	
Other	<b>43%</b>	21%	20%	
Community Development & Environment	<b>8%</b>	13%	17%	
Education & Research	<b>17%</b>	11%	17%	
Arts & Culture	<b>1%</b>	3%	4%	
Job Creation	<b>3%</b>	1%	0%	
% of sites with community engagement plans in place	<b>88%</b>	88%	86%	GCCA KPI for Local Impacts. Refers to cement plants only. See note 2.

## Environment

ENERGY	2020	2019	2018	COMMENT
Energy efficiency (kcal per kg of clinker)	<b>901</b>	890	899	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 1.
% fuel substitution for virgin fuels	<b>34.3%</b>	31.1%	30.3%	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 1.
% biomass in kiln fuel	<b>11.3%</b>	9.2%	9.7%	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 1.
Renewable electricity purchased by CRH (GWh)	<b>1,834</b>	1,849	1,101	

EMISSIONS	2020	2019	2018	COMMENT
Total gross CO <sub>2</sub> emissions (million tonnes)	<b>26.5</b>	29.9	30.4	GCCA KPI for Climate Change. Refers to cement plant only. See note 1.
Total net CO <sub>2</sub> emissions (million tonnes)	<b>24.2</b>	27.5	28.1	GCCA KPI for Climate Change. Refers to cement plant only. See note 1.
Specific gross CO <sub>2</sub> emissions (kg per tonne of cementitious product)	<b>627</b>	641	644	GCCA KPI for Climate Change. Refers to cement plant only. See note 1.
Specific net CO <sub>2</sub> emissions (kg per tonne of cementitious product)	<b>573</b>	590	595	GCCA KPI for Climate Change. Refers to cement plant only. See note 1.
Total air emissions (tonnes)				
Total NO <sub>x</sub>	<b>42.6k</b>	44.6k	40.7k	
Total SO <sub>x</sub>	<b>15.9k</b>	15.9k	14.6k	
Total Particulates (dust)	<b>4.7k</b>	5.5k	5.4k	
NO <sub>x</sub> by Activity (%)				
Cement	<b>94%</b>	93%	92%	
Materials	<b>4%</b>	4%	4%	
Lime	<b>2%</b>	2%	3%	
Concrete	<b>&lt;1%</b>	<1%	1%	
Building products	<b>&lt;1%</b>	<1%	<1%	
SO <sub>x</sub> by Activity (%)				
Cement	<b>93%</b>	93%	91%	
Materials	<b>4%</b>	4%	4%	
Lime	<b>3%</b>	3%	3%	
Concrete	<b>&lt;1%</b>	<1%	2%	
Building products	<b>&lt;1%</b>	<1%	<1%	

# Data summary

Continued

EMISSIONS (CONTINUED)	2020	2019	2018	COMMENT
% particulates (dust) by activity				
Cement	48%	57%	54%	
Materials	37%	32%	35%	
Lime	5%	6%	6%	
Concrete	10%	5%	5%	
Building products	<1%	<1%	<1%	
% clinker produced with monitoring of major and minor emissions	83.9%	66.1%	75.4%	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 2.
% clinker produced using continuous monitoring of major emissions	98.8%	98.8%	94.3%	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 2.
Particulates (dust)				GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Specific (g per tonne of clinker)	31	51	48	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Total (tonnes per year)	981	1,797	1,715	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Coverage rate	98.8%	95.0%	94.7%	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
NO <sub>x</sub>				GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Specific (g per tonne of clinker)	1,221	1,189	1,072	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Total (tonnes per year)	39,027	42,180	38,630	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Coverage rate	98.8%	95.0%	94.7%	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
SO <sub>x</sub>				GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Specific (g per tonne of clinker)	429	381	388	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Total (tonnes per year)	13,722	13,533	13,981	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Coverage rate	98.8%	95.0%	94.7%	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
VOC/THC (total hydrocarbons including methane and ethane expressed as carbon)				GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Specific (g per tonne of clinker)	46	168	80	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
Total (tonnes per year)	1,367	5,021	2,371	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
% of clinker produced with monitoring	93.9%	84.3%	82.3%	GCCA KPI for Major Emissions. Refers to cement plants only. See note 1.
PCDD/F (sum of 17 congeners of NATO scheme expressed as I-TEQ)				GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Specific (mg per tonne of clinker)	25	29	27	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Total (mg per year)	763	880	807	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
% of clinker produced with monitoring	94.9%	85.0%	83.8%	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Hg (mercury and its compounds expressed as mercury)				GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Specific (mg per tonne of clinker)	21	24	20	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Total (kg per year)	657	738	617	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
% of clinker produced with monitoring	100.0%	88.3%	85.6%	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
HM1 (sum of cadmium and thallium and their compounds expressed as cadmium and thallium)				GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Specific (mg per tonne of clinker)	12	24	90	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Total (kg per year)	342	625	2,009	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
% of clinker produced with monitoring	92.1%	73.3%	62.0%	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
HM2 (sum of antimony, arsenic, lead, chromium, cobalt, copper, manganese, nickel and vanadium and their compounds expressed as antimony, arsenic, lead, chromium, cobalt, copper, manganese, nickel and vanadium)				GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Specific (mg per tonne of clinker)	223	785	359	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
Total (kg per year)	5,654	19,341	7,826	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.
% of clinker produced with monitoring	79.4%	69.5%	60.4%	GCCA KPI for Minor Emissions. Refers to cement plants only. See note 1.

# Data summary

Continued

WATER	2020	2019	2018	COMMENT
Water withdrawal (total) (million m <sup>3</sup> )	109.9m m <sup>3</sup>	108.7m m <sup>3</sup>	119.6m m <sup>3</sup>	
Water withdrawal by source (%)				
Quarry Water	21%	22%	22%	
Surface water	24%	25%	28%	
Groundwater (well)	33%	31%	32%	
Utility (mains)	9%	9%	8%	
Rainwater	13%	13%	10%	
Water withdrawal by activity (%)				
Materials	72%	75%	81%	
Cement	22%	21%	15%	
Concrete	5%	2%	2%	
Lime	1%	2%	2%	
Building Products	<1%	<1%	<1%	
Water withdrawal by source (total) (million m <sup>3</sup> )	23.4m m <sup>3</sup>	23.8m m <sup>3</sup>	19.6m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Surface	6.7m m <sup>3</sup>	7.7m m <sup>3</sup>	8.7m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Groundwater	8.4m m <sup>3</sup>	8.7m m <sup>3</sup>	6.5m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Quarry	1.9m m <sup>3</sup>	2.6m m <sup>3</sup>	2.8m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Utility	0.7m m <sup>3</sup>	0.7m m <sup>3</sup>	1.0m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Rain	5.7m m <sup>3</sup>	4.1m m <sup>3</sup>	0.6m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Total water consumption (GWT for cement sector)	9.8m m <sup>3</sup>	11.5m m <sup>3</sup>	9.3m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
% of sites with a water recycling system	58%	58%	51%	GCCA KPI for Water. Refers to cement plants only. See note 3.
<b>MATERIALS</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>COMMENT</b>
Materials used by weight or volume (total) (tonnes)	424m	438m	436m	
Virgin raw materials	371m	383m	385m	
Associated process materials	7m	7m	7m	
Semi-manufactured components	46m	47m	44m	Includes alternative materials.
Packaging materials	374k	342k	234k	
% of alternative materials (clinker and cement)	13.0%	14.7%	13.8%	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 1.
Clinker : cement ratio	77.5	77.3	78.3	GCCA KPI for Alternative Fuels & Materials. Refers to cement plants only. See note 1.
<b>EFFLUENTS AND WASTE</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>COMMENT</b>
Water discharge by quality and destination (total)	30.6m m <sup>3</sup>	33.1m m <sup>3</sup>	44.5m m <sup>3</sup>	
% Discharged to surface water	79%	86%	96%	
% Discharge to public sewer and other	21%	14%	4%	
Water discharge by destination (total) (million m <sup>3</sup> )	13.6m m <sup>3</sup>	12.4m m <sup>3</sup>	10.3m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Surface water	13.3m m <sup>3</sup>	12.2m m <sup>3</sup>	10.2m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Public sewer	0.1m m <sup>3</sup>	0.1m m <sup>3</sup>	0.1m m <sup>3</sup>	GCCA KPI for Water. Refers to cement plants only. See note 1.
Other	0.2m m <sup>3</sup>	0.1m m <sup>3</sup>	<0.1m m <sup>3</sup>	
Waste by type and disposal method (total) (tonnes)	2.0m	2.4m	2.3m	
Inert waste	1,381k	1,531k	1,416k	
Non-hazardous waste	603k	784k	791k	
Hazardous waste	49k	62k	63k	
<b>LOCAL IMPACTS</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>COMMENT</b>
% of active sites with quarry rehabilitation plans	93%	90%	90%	GCCA KPI for Local Impacts. Refers to cement plants only. See note 2.
Number of active quarries within, containing or adjacent to areas designated for their high biodiversity value	32	33	30	GCCA KPI for Local Impacts. Refers to cement plants only. See note 2.
% of sites with high biodiversity value where biodiversity management plans are actively implemented	84%	82%	73%	GCCA KPI for Local Impacts. Refers to cement plants only. See note 2.



## Sustainability Accounting Standards Board

SASB is an independent, private sector standards-setting organisation dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. The table below cross-references the SASB accounting metrics with where that information can be found in the CRH Sustainability Report 2020 (labelled pg. [ ]).

TOPIC	ACCOUNTING METRIC	UNIT OF	SASB CODE	REFERENCE
Greenhouse	Gross global Scope 1 emissions	Metric tonnes (t) CO <sub>2</sub> -e	EM-CM-110a.1	Sustainability Report, pg. [ ] 30, pg. [ ] 66 and pg. [ ] 68. CO <sub>2</sub> is the only material GHG.
	Percentage covered under emissions-limiting regulations	Percentage (%)	EM-CM-110a.1	Sustainability Report, pg. [ ] 28 and pg. [ ] 66.
Gas emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	n/a	EM-CM-110a.2	Sustainability Report, pg. [ ] 14-15 and pg. [ ] 28-31.
Air quality	1. NO <sub>x</sub> (excluding N <sub>2</sub> O)	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 69-70.
	2. SO <sub>x</sub>	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 69-70.
	3. Particulate matter (PM10)	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 69-70.
	4. Dioxins/furans	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 70. Cement is the only material activity reporting Dioxins/furans.
	5. Volatile organic compounds (VOCs)	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 70. We disclose VOCs in line with GCCA requirements.
	6. Polycyclic aromatic hydrocarbons (PAHs)	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 70.
	7. Heavy metals	Metric tonnes (t)	EM-CM-120a.1	Sustainability Report, pg. [ ] 70. Cement is the only material activity reporting Hg and HM1.
Energy management	1. Total energy consumed	Gigajoules (GJ)	EM-CM-130a.1	Sustainability Report, pg. [ ] 34 and pg. [ ] 75.
	2. Percentage grid electricity	Percentage (%)	EM-CM-130a.1	Sustainability Report, pg. [ ] 34.
	3. Percentage alternative	Percentage (%)	EM-CM-130a.1	Sustainability Report, pg. [ ] 34.
	4. Percentage renewable	Percentage (%)	EM-CM-130a.1	Sustainability Report, pg. [ ] 34 and pg. [ ] 69.
Water management	1. Total fresh water withdrawn	Thousand cubic metres (m <sup>3</sup> )	EM-CM-140a.1	Sustainability Report, pg. [ ] 37 and pg. [ ] 71, all water withdrawal is from freshwater sources
	2. Percentage recycled	Percentage (%)	EM-CM-140a.1	Information on the number of sites that recycle water and percentage of water intake reduced can be found on pg. [ ] 37 pg. [ ] 71.
	3. Percentage in regions with "High" or "Extremely High" baseline water stress	Percentage (%)	EM-CM-140a.1	We have conducted water stress assessments in accordance with WRI's Aqueduct Risk Atlas Tool and determined that <1% of active locations are in high or extremely high-risk areas of water stress, and that Group activities do not highly impact on water and locations generally do not operate in water-stressed areas. See pg. [ ] 37 for more information.
Waste management	Amount of waste generated	Metric tonnes (t)	EM-CM-150a.1	Sustainability Report, pg. [ ] 36 and pg. [ ] 71.
	Percentage hazardous	Percentage (%)	EM-CM-150a.1	Sustainability Report, pg. [ ] 36 and pg. [ ] 71.
	Percentage recycled	Percentage (%)	EM-CM-150a.1	Sustainability Report, pg. [ ] 36.
Biodiversity impacts	Description of environmental management policies and practices for active sites	n/a	EM-CM-160a.1	Sustainability Report, pg. [ ] 27 and pg. [ ] 67.
	Terrestrial acreage disturbed	Acres (ac)	EM-CM-160a.2	Information on restoration planning processes and relevant targets can be found on pg. [ ] 38.
	Percentage of impacted area restored	Percentage (%)	EM-CM-160a.2	Information on restoration planning processes and relevant targets can be found on pg. [ ] 38.
Workforce health and safety	1. Total recordable incident rate (TRIR)	Rate	Rate	Sustainability Report, pg. [ ] 68. We disclose our safety KPIs in line with GCCA requirements.
	2. Near miss frequency rate (NMFR) for (a) fulltime employees	Rate	Rate	Sustainability Report, pg. [ ] 68. We disclose our safety KPIs in line with GCCA requirements.
	2. Near miss frequency rate (NMFR) for (b) contract employees	Rate	Rate	Sustainability Report, pg. [ ] 68. We disclose our safety KPIs in line with GCCA requirements.
	Number of reported cases of silicosis	Number	Number	Information on the management of occupational health can be found on pg. [ ] 25.
Product innovation	Percentage of products that qualify for credits in sustainable building design and construction certifications	Percentage (%) by annual sales revenue	EM-CM-410a.1	Sustainability Report, pg. [ ] 47.
	Total addressable market for products that reduce energy, water, and/or material impacts during usage and/or production	Reporting currency	EM-CM-410a.2	Sustainability Report, pg. [ ] 31, pg. [ ] 33-34, pg. [ ] 36 and pg. [ ] 47-49.
	Share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Percentage (%)	EM-CM-410a.2	Sustainability Report, pg. [ ] 31, pg. [ ] 33-34, pg. [ ] 36 and pg. [ ] 47-49.
Pricing integrity and transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	Reporting currency	EM-CM-520a.1	In 2020, CRH had zero monetary losses as a result of legal proceedings associated with these activities, per SASB's guidance.

## GRI index

Where relevant, GRI Standards reference indicator codes are shown with either the relevant figure or the page number where the information may be found. Pages within the Sustainability Report are labelled ["pg. 73"] while "AR." refers to the page number within the CRH 2020 Annual Report and Form 20-F and "GA." refers to the CRH 2020 Governance Appendix. GRI covers all Group subsidiary companies, on a 100% basis. For details on external assurance conducted by DNV please see page 81-82.

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>Organisational profile</b>			
102 - 1	Name of the organisation	pg. 73. See comment	CRH plc.
102 - 2	Activities, brands, products and services	pg. 3, 18, 47, 48	
102 - 3	Location of headquarters	pg. 73. See comment	Dublin, Ireland.
102 - 4	Location of operations	pg. 3; AR pg. 250-254, 258-259	
102 - 5	Ownership and legal form	pg. 3, 73. See comment	CRH is a public limited company, incorporated in Ireland.
102 - 6	Markets served	pg. 3; AR pg. 250-254, 258-259	
102 - 7	Scale of organisation	pg. 3, 18, 43, 59; AR pg. 2-3, 41-52, 258-259	
102 - 8	Information on employees and other workers	pg. 24, 41-43, 68, 73 See comment	Note that 53% of employees are employed on permanent contracts, 2% on fixed term contracts, <1% on temporary contracts and 46% on another basis. As only <1% of staff are on temporary contracts, it is estimated that the standard gender breakdown - 14% female - applies to both permanent and temporary staff. Overall, approximately 2% of employees are part-time. It is estimated that 40% of part-time staff are female, while 14% of full-time staff are female. Note that the data in the chart on page 42 and the tables on page 68 includes both permanent and temporary employees.
102 - 9	Supply chain	pg. 54-55	
102 - 10	Significant changes to the organisation and its supply chain	pg. 73. See comment	No significant changes.
102 - 11	Precautionary approach or principle	pg. 16-17, 60, 73. See comment	CRH takes sustainability considerations at operational level when developing and introducing products.
102 - 12	External initiatives	pg. 6, 11-12, 18, 22, 25, 28-30, 32-33, 36	
102 - 13	Membership of associations	pg. 9-10, 22, 25, 29, 32, 39	
<b>Strategy</b>			
102 - 14	Statement from most senior decision-maker	pg. 4	
102 - 15	Key impacts, risks and opportunities	pg. 16-17, 60	
<b>Ethics and integrity</b>			
102 - 16	Values, principles, standards, and norms of behaviour	pg. 61-62	
102 - 17	Mechanisms for advice and concerns about ethics	pg. 62	
<b>Governance</b>			
102 - 18	Governance structure	pg. 63; AR pg. 54-57	
102 - 19	Delegating authority	pg. 63-64; AR pg. 54-57	
102 - 20	Executive-level responsibility for economic, environmental and social topics	pg. 64	
102 - 21	Consulting stakeholders on economic, environmental and social topics	pg. 43, 51, 52; AR pg. 58-59, 69	
102 - 22	Composition of the highest governance body and its committees	pg. 63; AR pg. 54-57, 64-65	
102 - 23	Chair of the highest governance body	pg. 63; AR pg. 54, 58	
102 - 24	Nominating and selecting the highest governance body	pg. 63; AR pg. 58-59, 64-65	
102 - 25	Conflicts of interest	pg. 63-64; AR pg. 58-59, 64-66; GA pg. 2	
102 - 26	Role of highest governance body in setting purpose, values and strategy	pg. 63-64; AR pg. 27-28, 58-59, 66-67	
102 - 27	Collective knowledge of highest governance body	pg. 63-64; AR pg. 54-57, 64-67	
102 - 28	Evaluating the highest governance body's performance	pg. 63, 73; AR pg. 54-57, 66; GA pg. 1-2. See comment	For further details of the Board Effectiveness Review, refer to the Governance Appendix, available on <a href="http://crh.com">crh.com</a>
102 - 29	Identifying and managing economic, environmental, and social impacts	pg. 64; AR pg. 28-29, 71-73	
102 - 30	Effectiveness of risk management processes	pg. 60, 64; AR pg. 26-29	
102 - 31	Review of economic, environmental and social topics	pg. 14, 15; AR pg. 20, 70-73	
102 - 32	Highest governance body's role in sustainability reporting	pg. 66	
102 - 33	Communicating critical concerns	pg. 62	
102 - 34	Nature and total number of critical concerns	pg. 73; GA pg. 2-3. See comment	Confidentiality concerns: CRH does not disclose the minutes of Board meetings as this may include commercially-sensitive information.
102 - 35	Remuneration policies	pg. AR pg. 74-99	
102 - 36	Process for determining remuneration	pg. AR pg. 74-99	
102 - 37	Stakeholder's involvement in remuneration	pg. AR pg. 74-99	
102 - 38	Annual total compensation ratio	pg. 73 See comment	Currently unavailable. CRH does not centrally collect data on the level of pay to each of its employees in all countries (required for median pay figure). CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
102 - 39	Percentage increase in annual total compensation ratio	pg. 73 See comment	Currently unavailable. CRH does not centrally collect data on the level of pay to each of its employees in all operating countries (required for median pay figure). CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>Stakeholder engagement</b>			
102 - 40	List of stakeholder groups	pg. <a href="#">51-52</a>	
102 - 41	Collective bargaining agreements	pg. <a href="#">45</a>	
102 - 42	Identifying and selecting stakeholders	pg. <a href="#">16-17, 51-52</a>	
102 - 43	Approach to stakeholder engagement	pg. <a href="#">16-17, 50-54, 56-57</a>	
102 - 44	Key topics and concerns raised	pg. <a href="#">16-17, 50-57</a>	
<b>Reporting practice</b>			
102 - 45	Entities included in the consolidated financial statements	pg. <a href="#">66</a> ; AR pg. 250-254	
102 - 46	Defining report content and topic Boundaries	pg. <a href="#">16-17, 66</a>	
102 - 47	List of material topics	pg. <a href="#">16-17</a>	
102 - 48	Restatements of information	pg. <a href="#">74</a> . See comment	No restatements.
102 - 49	Scope or aspect boundary changes	pg. <a href="#">74</a> . See comment	No significant scope or boundary change.
102 - 50	Reporting period	pg. <a href="#">66</a>	
102 - 51	Date of most recent report	pg. <a href="#">66</a>	
102 - 52	Reporting cycle	pg. <a href="#">66</a>	
102 - 53	Contact point for questions regarding the report	pg. <a href="#">74</a> . See comment	Back cover.
102 - 54	Claims of reporting in accordance with the GRI Standards	pg. <a href="#">66, 81</a>	
102 - 55	GRI Content index	pg. <a href="#">73-80</a>	
102 - 56	External assurance	pg. <a href="#">81-82</a>	

## GRI 200 Economic Topics

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 201 Economic performance</b>			
103 - 1	Explanation of the material topic and its Boundary	pg. <a href="#">3, 4, 6-7, 17</a> ; AR pg. 1-3, 8	
103 - 2	The management approach and its components	pg. <a href="#">3, 6-7, 18, 59, 63-64, 66</a> ; AR pg. 54-57	
103 - 3	Evaluation of the management approach	pg. <a href="#">3, 6-7, 18, 59, 63-64, 66</a> ; AR pg. 54-57	
201 - 1	Direct economic value generated and distributed	\$27.6 billion sales. pg. <a href="#">74</a> ; AR pg. 1-5. See comment	CRH discloses financial information in the Annual Report and the Annual Report Form 20-F in line with International Financial Reporting Standards (IFRS). CRH also publishes a Payments to Governments for Extractive Activities Report, available on <a href="http://crh.com">crh.com</a>
201 - 2	Financial implications and other risks and opportunities due to climate change	pg. <a href="#">27-28, 30-32, 47</a> ; AR pg. 18, 22, 28, 111, 230	
201 - 3	Defined benefit plan obligations and other retirement plans	pg. <a href="#">74</a> ; AR pg. 138, 191-196. See comment	Information is not available on the level of participation in retirement plans as CRH does not collect this data centrally. CRH is currently developing its internal reporting in this area.
201 - 4	Financial assistance received from government	pg. <a href="#">74</a> . See comment	No significant assistance.
<b>GRI 202 Market presence</b>			
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">3, 43, 74</a> ; AR pg. 2-5. See comment	Note that the topics covered by the indicators within this aspect are managed through the Social Policy, evaluated and monitored through the Social Review, and the results of the Social Review are reviewed by the CRH Board.
103-2	The management approach and its components	pg. <a href="#">3, 43, 74</a> ; AR pg. 2-5. See comment	Note that the topics covered by the indicators within this aspect are managed through the Social Policy, evaluated and monitored through the Social Review, and the results of the Social Review are reviewed by the CRH Board.
103-3	Evaluation of the management approach	pg. <a href="#">3, 43, 74</a> ; AR pg. 2-5. See comment	Note that the topics covered by the indicators within this aspect are managed through the Social Policy, evaluated and monitored through the Social Review, and the results of the Social Review are reviewed by the CRH Board.
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	pg. <a href="#">74</a> See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
202-2	Proportion of senior management hired from the local community	pg. <a href="#">43, 74</a> ; AR pg. 2-5. See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 203 Indirect economic impacts</b>			
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">7-10, 74</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-2	The management approach and its components	pg. <a href="#">7-10, 74</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.



GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 203</b>	<b>Indirect economic impacts (continued)</b>		
103-3	Evaluation of the management approach	pg. 7-10, 75. See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
203-1	Infrastructure investments and services supported	pg. 8-10, 25, 75. See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
203-2	Significant indirect economic impacts	pg. 7-11, 25, 34, 36, 47, 49, 75 See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
<b>GRI 204</b>	<b>Procurement practices</b>		
103-1	Explanation of the material topic and its Boundary	pg. 53-55	
103-2	The management approach and its components	pg. 53-55	
103-3	Evaluation of the management approach	pg. 53-55	
204-1	Proportion of spending on local suppliers	pg. 54, 55, 75. See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 205</b>	<b>Anti-corruption</b>		
103-1	Explanation of the material topic and its Boundary	pg. 61-62; AR pg. 68-69, 100, 229	
103-2	The management approach and its components	pg. 61-62; AR pg. 68-69, 100, 229	
103-3	Evaluation of the management approach	pg. 61-62; AR pg. 68-69, 100, 229	
205-1	Operations assessed for risks related to corruption	pg. 61-62, 75; AR pg. 68-69, 100. See comment	100% of operations are assessed for risks related to corruption. Further details on risks are disclosed in the 2020 Annual Report on Form 20-F.
205-2	Communication and training on anti-corruption policies and procedures	pg. 61-63, 75; AR pg. 68-69, 100. See comment	Some breakdowns requested by GRI are currently unavailable, including business partners.
205-3	Confirmed incidents of corruption and actions taken	pg. 61-62, 75. See comment	Note that there were no investigations or legal cases from external parties into allegations of corruption against CRH or any of its group businesses in 2020. No contracts with business partners were terminated or not renewed due to violations related to corruption.
<b>GRI 206</b>	<b>Anti-competitive behaviour</b>		
103-1	Explanation of the material topic and its Boundary	pg. 61-62	
103-2	The management approach and its components	pg. 61-62	
103-3	Evaluation of the management approach	pg. 61-62	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	pg. 61-62, 75. See comment	Certain breakdowns required by GRI cannot be disclosed for confidentiality reasons.

## GRI 300 Environmental Topics

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 301</b>	<b>Materials</b>		
103 - 1	Explanation of the material topic and its Boundary	pg. 17, 31, 47, 49	
103 - 2	The management approach and its components	pg. 31, 47, 49	
103 - 3	Evaluation of the management approach	pg. 31, 47, 49	
301-1	Materials used by weight or volume	pg. 31, 47, 49, 71, 75. See comment	Alternative raw materials are those that replace traditional raw materials. For CRH, the more significant alternative raw materials used are recycled asphalt pavement (RAP) and recycled asphalt shingles (RAS), construction and demolition (C&D) waste and materials with cementitious properties, such as fly ash and ground granulated blast-furnace slag (GGBS), which are by-product materials sourced mainly from external power generation and steel production to replace virgin materials in cement, concrete and concrete products.
301-2	Recycled input materials used	pg. 49	
301-3	Reclaimed products and their packaging materials	pg. 75. See comment	Not applicable for CRH as most product (by weight) is delivered in bulk, without packaging.
<b>GRI 302</b>	<b>Energy</b>		
103-1	Explanation of the material topic and its Boundary	pg. 16-17, 28, 31, 34, 49, 66	
103-2	The management approach and its components	pg. 31, 34, 49	
103-3	Evaluation of the management approach	pg. 31, 34, 49	
302-1	Energy consumption within the organisation	pg. 66, 75. 197.2 PJ (54.8 TWh), pg. 34. See comment	In 2020, total energy consumption was reported as 197.2 PJ; electricity 26.2 PJ, heating 171.0 PJ, cooling n/a, steam n/a. Note that CRH is not an energy producer and sale of energy is not a focus of the Group.
302-2	Energy consumption outside of the organisation	pg. 75. See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
302-3	Energy intensity	pg. 69, 75. See comment	Energy intensity for cement is 901 kcal/kg clinker. Refers to kiln fuels (internal energy).
302-4	Reduction of energy consumption	pg. 31, 34, 66, 75. See comment	Reduction of energy are across all energy sources (solid, liquid, gaseous and electrical). Energy savings are consolidated based on year on year reductions.
302-5	Reductions in energy requirements of products and services	pg. 31, 49, 75. See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 303</b>	<b>Water and effluents</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">17, 37</a>	
103-2	The management approach and its components	pg. <a href="#">16-17, 27, 37</a>	
103-3	Evaluation of the management approach	pg. <a href="#">16-17, 27, 37</a>	
303-1	Interactions with water as a shared resource	pg. <a href="#">37</a>	
303-2	Management of water discharge-related impacts	pg. <a href="#">37</a>	
303-3	Water withdrawal	pg. <a href="#">37, 71, 76</a> . See comment	None identified as significantly affected. 1.8m <sup>3</sup> of water was abstracted from areas designated for water-stress. In 2020, total water withdrawal in areas of water stress was reported as 1.8m <sup>3</sup> ; surface water 0.8m <sup>3</sup> , groundwater 1.0m <sup>3</sup> , quarry water <0.1m <sup>3</sup> , rainwater <0.1m <sup>3</sup> , utility water <0.1m <sup>3</sup> . In 2020, total water withdrawal in areas of water stress was reported as 1.8m <sup>3</sup> ; fresh water 1.8m <sup>3</sup> and other n/a.
303-4	Water discharge	pg. <a href="#">37, 71, 76</a> . See comment	In 2020, total water discharge was reported as 30.6m <sup>3</sup> ; freshwater/surface water 24.2m <sup>3</sup> , sewer water 2.7m <sup>3</sup> and other 3.7m <sup>3</sup> . In 2020, total water discharge was reported as 30.6m <sup>3</sup> ; freshwater 24.2m <sup>3</sup> and other 6.4m <sup>3</sup> . In 2020, total water discharge in areas of water stress was reported as 0.1m <sup>3</sup> ; fresh water 0.1m <sup>3</sup> and other n/a.
303-5	Water consumption	pg. <a href="#">37, 71, 76</a> . See comment	In 2020, total water consumption in areas of water stress was reported as 1.7m <sup>3</sup> . Water storage is not material.
<b>GRI 304</b>	<b>Biodiversity</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">17, 38-39</a>	
103-2	The management approach and its components	pg. <a href="#">16-17, 27, 38-39</a>	
103-3	Evaluation of the management approach	pg. <a href="#">16-17, 27, 38-39</a>	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	pg. <a href="#">38, 71, 76</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
304-2	Significant impacts of activities, products, and services on biodiversity	pg. <a href="#">38-39</a>	
304-3	Habitats protected or restored	pg. <a href="#">38-39, 71, 76</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	pg. <a href="#">76</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 305</b>	<b>Emissions</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">14, 17, 28, 30, 35</a>	
103-2	The management approach and its components	pg. <a href="#">28, 30, 35</a>	
103-3	Evaluation of the management approach	pg. <a href="#">28, 30, 35</a>	
305-1	Direct (Scope 1) GHG emissions	pg. <a href="#">30, 66, 69</a>	
305-2	Energy indirect (Scope 2) GHG emissions	pg. <a href="#">30, 66, 69, 76</a> . See comment	Scope 2 emissions are calculated using the location-based method using country-specific International Energy Agency Factors; apart from for operations in the US where subregion-specific factors from eGRID are used. CRH does not centrally collect data on supplier specific factors, and hence a market-based calculation of Scope 2 emissions cannot be provided.
305-3	Other indirect (Scope 3) GHG emissions	pg. <a href="#">30, 66, 76</a> . See comment	An assessment of Scope 3 GHG emissions was carried out during 2016, in line with the World Resources/WBCSD Institute Greenhouse Gas Protocol Corporate Value Chain (Scope 3) and CRH Scope 3 emissions reported for 2017 have been expanded to include contract transport, employee commuting, purchased goods and waste generated. Biogenic emissions are not included in the scope of the factors used.
305-4	GHG emissions intensity	pg. <a href="#">30, 76</a> . See comment	Sales intensity in 2020 was 1.3 kg/\$ revenue.
305-5	Reduction of GHG emissions	pg. <a href="#">14, 15, 30, 66</a>	
305-6	Emissions of ozone-depleting substances (ODS)	pg. <a href="#">76</a> . See comment	No significant emissions.
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	pg. <a href="#">14, 35, 66, 69-70</a>	
<b>GRI 306</b>	<b>Effluents and waste</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">17, 36, 37</a>	

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 306</b>	<b>Effluents and waste (continued)</b>		
103-2	The management approach and its components	pg. <a href="#">16-17, 36-37</a>	
103-3	Evaluation of the management approach	pg. <a href="#">16-17, 36-37</a>	
306-1	Water discharge by quality and destination	pg. <a href="#">37, 71, 77</a> See comment	Water was discharged to: surface water (24.2m m <sup>3</sup> ), sewer water (2.7m m <sup>3</sup> ), and other (3.7m m <sup>3</sup> ). Inclusive of this was 0.1m m <sup>3</sup> of water abstracted from areas designated as 'high' or 'extremely high' risk for water-stress.
306-2	Waste by type and disposal method	pg. <a href="#">36, 71, 77</a> See comment	Breakdown of waste by: inert (1.38m tonnes), hazardous (0.60m tonnes) and non-hazardous (0.05m tonnes) and there were two methods of waste treatment: recycling (1.58m tonnes) and disposal (0.45m tonnes).
306-3	Significant spills	pg. <a href="#">77</a> . See comment	No significant spills.
306-4	Transport of hazardous waste	pg. <a href="#">36, 77</a> . See comment	Total hazardous waste was 49k tonnes. However, data in the breakdown requested by GRI is not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
306-5	Water bodies affected by water discharges and/or runoff	pg. <a href="#">77</a> . See comment	None identified as significantly affected.
<b>GRI 307</b>	<b>Environmental compliance</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">27</a>	
103-2	The management approach and its components	pg. <a href="#">27</a>	
103-3	Evaluation of the management approach	pg. <a href="#">27</a>	
307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	pg. <a href="#">27, 77</a> . See comment	There were no material non-monetary sanctions or material cases brought through dispute resolution mechanisms.
<b>GRI 308</b>	<b>Supplier environmental assessment</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">53-55</a>	
103-2	The management approach and its components	pg. <a href="#">53-55</a>	
103-3	Evaluation of the management approach	pg. <a href="#">53-55</a>	
308-1	New suppliers that were screened using environmental criteria	pg. <a href="#">53-55, 77</a> . See comment	Note that CRH's Supplier Code of Conduct, available on <a href="http://crh.com">crh.com</a> , includes safety, environmental, labour practice, human rights, society and other people and community criteria; screening and audits reflect all these criteria. The percentage of new suppliers screened using environmental criteria is not available. CRH does not gather data in the categories required by GRI, refer to the pages referenced for details on our approach to supplier assessment. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.
308-2	Negative environmental impacts in the supply chain and actions taken	pg. <a href="#">53-55, 77</a> . See comment	Not available. CRH does not gather data in the categories required by GRI, refer to the pages referenced for details on our approach to supplier assessment. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic.

## GRI 400 Social Topics

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 401</b>	<b>Employment</b>		
103 - 1	Explanation of the material topic and its Boundary	pg. <a href="#">40-45</a>	
103 - 2	The management approach and its components	pg. <a href="#">40-45, 53</a>	
103 - 3	Evaluation of the management approach	pg. <a href="#">40-45, 53</a>	
401-1	New employee hires and employee turnover	pg. <a href="#">42, 45, 68, 77</a> . See comment	Turnover in the region "Americas" is 74% and in the region "Europe and Asia" is 26%. Turnover in the category "under 30 years" is 27%, in the category "30-49 years" is 43% and in the category "over 50 years" is 30%. New hire age profile; "under 30 years" is 37%, "30-49 years" is 45%, and "over 50" is 18%. In 2020, the Voluntary Turnover at CRH was 12% (2019: 13%). In 2020, 18% of our employees were newly recruited (2019: 21%). Overall, 53% of managerial positions were filled internally (2019: 43%).
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	pg. <a href="#">45, 77</a> . See comment	Data on life insurance and health care is not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
401-3	Parental leave	pg. <a href="#">77</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 402</b>	<b>Labour/Management relations</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">45, 53, 77</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-2	The management approach and its components	pg. <a href="#">45, 53</a>	
103-3	Evaluation of the management approach	pg. <a href="#">45, 53</a>	
402-1	Minimum notice periods regarding operational changes	pg. <a href="#">45, 77</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
<b>GRI 403</b>	<b>Occupational health and safety</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">20-25</a>	
103-2	The management approach and its components	pg. <a href="#">17, 20-25</a>	



GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 403</b>	<b>Occupational health and safety (continued)</b>		
103-3	Evaluation of the management approach	pg. <a href="#">17, 20-25</a>	
403-1	Occupational health and safety management system	pg. <a href="#">22, 67</a>	
403-2	Hazard identification, risk assessment, and incident investigation	pg. <a href="#">21-24, 67, 78</a> . See comment	Absenteeism was 2.4% in total. It was 79% in the category "medically certified", in the category "medically uncertified" was 14%, in the category "other" was 5% and in the category "accidental injury" was 2%. The occupational illness rate was 0.15 cases per million work-hours. Accidents to females account for just 3% of all accidents and 5% of all work days lost in 2020. Accident data cannot be disclosed by region due to confidentiality concerns.
403-3	Occupational health services	pg. <a href="#">25</a>	
403-4	Work participation, consultation, and communication on occupational health and safety	pg. <a href="#">24-25</a>	
403-5	Worker training on occupational health and safety	pg. <a href="#">24-25</a>	
403-6	Promotion of worker health	pg. <a href="#">25</a>	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pg. <a href="#">25</a>	
403-8	Workers covered by an occupational health and safety management system	pg. <a href="#">20, 24-25, 67, 68</a>	
403-9	Work-related injuries	pg. <a href="#">23, 78</a> . See comment	In 2020, 'employee only' frequency rate (FR) was 1.4
403-10	Work-related ill health	pg. <a href="#">25, 78</a> . See comment	Note that one breakdown required by GRI for this indicator is not available. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this indicator.
<b>GRI 404</b>	<b>Training and education</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">44, 61-62</a>	
103-2	The management approach and its components	pg. <a href="#">44, 61-62</a>	
103-3	Evaluation of the management approach	pg. <a href="#">44, 61-62</a>	
404-1	Average hours of training per year per employee	pg. <a href="#">44, 68, 78</a> . See comment	Note that relevant training is provided regardless of gender. In 2020, on average \$900 per employee was spent on training
404-2	Programmes for upgrading employee skills and transition assistance programs	pg. <a href="#">44-45</a>	
404-3	Percentage of employees receiving regular performance and career development reviews	pg. <a href="#">44, 78</a> . See comment	Note that performance reviews are provided regardless of gender.
<b>GRI 405</b>	<b>Diversity and equal opportunity</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">10, 15, 42, 63</a> ; AR pg. 65-66	
103-2	The management approach and its components	pg. <a href="#">10, 15, 42, 63</a> ; AR pg. 65-66	
103-3	Evaluation of the management approach	pg. <a href="#">10, 15, 42, 63</a> ; AR pg. 65-66	
405-1	Diversity of governance bodies and employees	pg. <a href="#">10, 15, 42, 63, 68, 78</a> ; AR pg. 54-57, 64, 65-66. See comment	In the United States, 87% of the employees are white, 9% black and 4% Other. In 2020, there were 17% Latino/Hispanics in the workforce. Where diversity differences exist compared to the communities we operate in, there are mitigation plans in place. In Europe, 85% of employees were reported as being "National."
405-2	Ratio of basic salary and remuneration of women to men	pg. <a href="#">78</a> . See comment	Currently unavailable. CRH does not centrally collect data on pay to each of its employees in all operating countries by gender. CRH reviews annually the scope of data collection and where appropriate and practicable in future will gather and report on this topic. In 2020, 11% of our managerial employees in revenue generating roles were female. This feeds into our overall I&D target of 33% of females in senior management roles. In 2020, 30% of graduates recruited into STEM-related positions were female.
<b>GRI 406</b>	<b>Non-discrimination</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">42, 53</a>	
103-2	The management approach and its components	pg. <a href="#">42, 53, 61</a>	
103-3	Evaluation of the management approach	pg. <a href="#">42, 53, 61</a>	
406-1	Incidents of discrimination and corrective actions taken	pg. <a href="#">78</a> . See comment	There were a total of 8 alleged instances of discrimination in 2020, reported through our Social Review. All were investigated fully with policies and training reinforced wherever necessary and disciplinary action taken as appropriate.
<b>GRI 407</b>	<b>Freedom of association and collective bargaining</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">53-55</a>	
103-2	The management approach and its components	pg. <a href="#">53-55</a>	
103-3	Evaluation of the management approach	pg. <a href="#">53-55</a>	
407-1	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be at risk	pg. <a href="#">53-55, 78</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 408</b>	<b>Child labour</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">45, 53-55, 67</a>	
103-2	The management approach and its components	pg. <a href="#">45, 53-55, 67</a>	
103-3	Evaluation of the management approach	pg. <a href="#">45, 53-55, 67</a>	
408-1	Operations and suppliers at significant risk for incidents of child labour	pg. <a href="#">79</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 409</b>	<b>Forced or compulsory labour</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">53-55</a>	
103-2	The management approach and its components	pg. <a href="#">53-55</a>	
103-3	Evaluation of the management approach	pg. <a href="#">53-55</a>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	pg. <a href="#">53-55, 79</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
<b>GRI 410</b>	<b>Security practices</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">53, 61, 67, 79</a> . See comment	Group companies operate in accordance with the Social Policy and CoBC.
103-2	The management approach and its components	pg. <a href="#">53, 61, 67, 79</a> . See comment	Group companies operate in accordance with the Social Policy and CoBC.
103-3	Evaluation of the management approach	pg. <a href="#">53, 61, 67, 79</a> . See comment	Group companies operate in accordance with the Social Policy and CoBC.
410-1	Security personnel trained in human rights policies or procedures	pg. <a href="#">79</a> . See comment	Note that in 2020, 33% of Group companies had security personnel on-site and 98% of companies provided human rights training to security personnel. Training is generally equally provided to security personnel that are the employees of third parties.
<b>GRI 411</b>	<b>Rights of indigenous peoples</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">79</a> . See comment	Not applicable. CRH does not have a presence in countries of concern.
103-2	The management approach and its components	pg. <a href="#">79</a> . See comment	Not applicable. CRH does not have a presence in countries of concern.
103-3	Evaluation of the management approach	pg. <a href="#">79</a> . See comment	Not applicable. CRH does not have a presence in countries of concern.
411-1	Incidents of violations involving rights of indigenous peoples	pg. <a href="#">79</a> . See comment	Not applicable. CRH does not have a presence in countries of concern.
<b>GRI 412</b>	<b>Human rights assessment</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">17, 53</a>	
103-2	The management approach and its components	pg. <a href="#">17, 44, 53</a>	
103-3	Evaluation of the management approach	pg. <a href="#">16-17, 44, 53</a>	
412-1	Operations that have been subject to human rights reviews or impact assessments	pg. <a href="#">53, 79</a> . See comment	Note that 68% of companies carried out human rights assessments, similar to the past 3 years (Europe: 58%, Americas: 79%, Asia: 78%). The challenge of gender diversity was the only topic reported to have been identified.
412-2	Employee training on human rights policies or procedures	pg. <a href="#">44, 79</a> . See comment	Note that in 2020 there were c.67,000 hours of training in human rights and 95% of relevant employees received training in human rights policies or procedures concerning aspects of human rights that are relevant to operations.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	pg. <a href="#">53, 79</a> . See comment	100% of significant investment agreements and contracts were screened in line with the supplier code of conduct which includes specific human rights clauses. Significant suppliers in this case are those who we deem to have a higher potential CSR risk because of the value of their contract with CRH, the location of the source of supply or some other risk factor.
<b>GRI 413</b>	<b>Local communities</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">17, 56-57</a>	
103-2	The management approach and its components	pg. <a href="#">17, 56-57</a>	
103-3	Evaluation of the management approach	pg. <a href="#">16-17, 56-57</a>	
413-1	Operations with local community engagement, impact assessments, and development programs	pg. <a href="#">56-57, 79</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI. CRH is currently developing its internal reporting in this area.
413-2	Operations with significant actual and potential negative impacts on local communities	pg. <a href="#">51, 56-57, 79</a> ; AR pg. 221. See comment	Note that potential negative impacts from dust, noise, blasting and traffic are mitigated against and associated mainly with extractive locations, the physical location and numbers of these are listed in the Annual Report. No significant impacts on local communities in 2020.
<b>GRI 414</b>	<b>Supplier assessment for labour practices</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">54-55</a>	
103-2	The management approach and its components	pg. <a href="#">54-55</a>	
103-3	Evaluation of the management approach	pg. <a href="#">54-55</a>	
414-1	New suppliers that were screened using social criteria	pg. <a href="#">54-55, 79</a> . See comment	100% of new suppliers were screened in line with the CRH Supply Code of Conduct. Where social risks were identified, additional screening was completed.
414-2	Negative social impacts in the supply chain and actions taken	pg. <a href="#">54-55, 79</a> . See comment	Not available. CRH does not centrally collect information to report on this indicator in the breakdowns required by GRI.

GRI CODE	DESCRIPTION	REFERENCE	COMMENT
<b>GRI 415</b>	<b>Public policy</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">80</a> . See comment	Not applicable. No significant contributions.
103-2	The management approach and its components	pg. <a href="#">80</a> . See comment	Not applicable. No significant contributions.
103-3	Evaluation of the management approach	pg. <a href="#">80</a> . See comment	Not applicable. No significant contributions.
415-1	Political contributions	pg. <a href="#">80</a> . See comment	Not applicable. No significant contributions.
<b>GRI 416</b>	<b>Customer health and safety</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">48</a>	
103-2	The management approach and its components	pg. <a href="#">48</a>	
103-3	Evaluation of the management approach	pg. <a href="#">48</a>	
416-1	Assessment of the health and safety impacts of product and service categories	pg. <a href="#">24, 48</a>	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	pg. <a href="#">80</a> . See comment	None known.
<b>GRI 417</b>	<b>Marketing and labelling</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">48, 80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-2	The management approach and its components	pg. <a href="#">48, 80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-3	Evaluation of the management approach	pg. <a href="#">48, 80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
417-1	Requirements for product and service information and labelling	pg. <a href="#">48</a>	
417-2	Incidents of non-compliance concerning product and service information and labelling	pg. <a href="#">80</a> . See comment	None known.
417-3	Incidents of non-compliance concerning marketing communications	pg. <a href="#">48, 80</a> . See comment	The organisation has not identified any non-compliance with regulations and/or voluntary codes.
<b>GRI 418</b>	<b>Customer privacy</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-2	The management approach and its components	pg. <a href="#">80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
103-3	Evaluation of the management approach	pg. <a href="#">80</a> . See comment	Not material. The page references cover the topic in general terms rather than meet the precise requirements of the GRI for this indicator.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	pg. <a href="#">80</a> . See comment	In 2020, there were no substantiated complaints concerning breaches of customer privacy and losses of customer data.
<b>GRI 419</b>	<b>Socioeconomic compliance</b>		
103-1	Explanation of the material topic and its Boundary	pg. <a href="#">61-62</a>	
103-2	The management approach and its components	pg. <a href="#">61-62</a>	
103-3	Evaluation of the management approach	pg. <a href="#">61-62</a>	
419-1	Non-compliance with laws and regulations in the social and economic area	pg. <a href="#">61-62, 80</a> . See comment	No significant fines.



### Scope of engagement

DNV GL Business Assurance Services UK Limited (“DNV”, “us” or “we”) were commissioned by CRH Group Services Limited to provide limited assurance to CRH plc (“CRH”) over the Subject Matter presented in CRH’s Sustainability Report 2020 (the “Report”) for the reporting year ended 31st December 2020.

### Subject matter

The scope and boundary of our work is restricted to the following areas (collectively the “Subject Matter”):

#### 1. ISAE3000 Selected Information

The performance indicators included within the Report (the “Selected Information”), listed below:

Global Cement and Concrete Association (GCCA) indicators

- Climate Change: Total CO<sub>2</sub> emissions (Gross) (metric tonnes); Total CO<sub>2</sub> emissions (Net) (metric tonnes); Total CO<sub>2</sub> (Gross) specific (kg per tonne of cementitious product) and Total CO<sub>2</sub> (Net) specific (kg per tonne of cementitious product);
- Emissions Monitoring: % Clinker produced with monitoring of major emissions; % Clinker produced using continuous monitoring of major emissions; and % CO<sub>2</sub> emissions covered;
- Emissions: Particulates, specific (g/tonne of clinker); Particulates, total (tonnes per year); NO<sub>x</sub>, specific (g/tonne of clinker); NO<sub>x</sub>, total (tonnes per year); and SO<sub>x</sub>, specific (g/tonne of clinker); SO<sub>x</sub>, total (tonnes per year); NO<sub>x</sub>, SO<sub>x</sub> and Particulates emissions coverage rate (%);
- Minor Emissions: VOC/THC, total (tonnes per year); VOC/THC, specific (g/tonne of clinker); PCDD/F, total (mg per year); PCDD/F, specific (ng/tonne of clinker); Hg, total (kg per year); Hg, specific (mg/tonne of clinker); HM1, total (kg per year); HM1, specific (mg/tonne of clinker); HM2, total (kg per year); HM2, specific (mg/tonne of clinker); and VOC/THC, PCDD/F, Hg, HM1 and HM2 emissions coverage rate (%);
- Water: Total water withdrawal by source (million m<sup>3</sup>); total water consumption (million m<sup>3</sup>); and total water discharge (million m<sup>3</sup>);
- Health and Safety: Number of fatalities (directly and indirectly employed); Fatality rate per 10,000 (directly employed); Number of fatalities (involving third parties); Number of lost time injuries (directly and indirectly employed); Lost Time Incident

(LTI) rate per 1 million man hours (directly and indirectly employed); Number of lost days (directly employed); and Severity rate per 1 million man hours (directly employed).

Group level indicators

- Environment: Total greenhouse gas (GHG) emissions (Scopes 1, 2 & 3) (million tonnes); Total NO<sub>x</sub> emissions (thousand tonnes); Total SO<sub>x</sub> emissions (thousand tonnes); Total Particulates emissions (dust) (thousand tonnes); and Total water withdrawal (million m<sup>3</sup>); and
- Health and Safety: Group fatalities (directly and indirectly employed); Group lost time injuries; Group frequency rate; and Group severity rate.
- Social: Total number of employees (headcount).

To assess the Selected Information, which includes an assessment of the risk of material misstatement in the Report, we have used CRH’s Reporting history, scope and basis section (the “Data Criteria”), which can be found on page 66 of the Report.

#### 2. AA1000 Principles

The nature and extent of adherence of the Report to the AA1000 AccountAbility principles of inclusivity, materiality, responsiveness and impact (the “AA1000 Principles”). To assess the AA1000 Principles we have used the publicly available AA1000 AccountAbility Principles (AA1000AP) 2018 (the “Principles Criteria”).

#### 3. GRI Standards

Preparation of the Report in accordance with the GRI Standards. To assess the preparation of the Report in accordance with the GRI Standards we have used the publicly available GRI Standards 2018 (the “Consolidated set of GRI Sustainability reporting standards 2018”).

#### 4. SASB Indicators

- EM-CM-110a.1: Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations
- EM-CM-120a.1: Air emissions of the following pollutants:
  - NO<sub>x</sub> (excluding N<sub>2</sub>O)
  - SO<sub>x</sub>
  - Particulate matter (PM10)
  - Dioxins/furans
  - Volatile organic compounds (VOCs)
  - Heavy metals

- EM-CM-140a.1: Total fresh water withdrawn

We have not performed any work, and do not express any conclusions, on any other information outside of the Subject Matter that may be published in the Report or on CRH’s website for the current reporting period or for previous periods.

### Our conclusions

#### 1. Selected Information

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information is not fairly stated and has not been prepared, in all material respects, in accordance with the Data Criteria.

This conclusion relates only to the Selected Information and is to be read in the context of this Independent Assurance Report, in particular the inherent limitations explained below.

#### 2. AA1000 Principles

Based on the work we have undertaken, nothing has come to our attention that leads us to conclude that the Report is not in adherence with the AA1000 Principles as described in the Principles Criteria. We comment on the nature and extent of each individually below.

#### 3. GRI Standards

Based on the work we have undertaken, we believe that the report is in line with “Comprehensive” requirements of the GRI Standards 2018 (the “Consolidated set of GRI Sustainability Reporting Standards 2018”).

#### 4. SASB Standards: selected indicators

Based on the work undertaken, nothing has come to our attention that causes us to believe that the Selected Indicators are not fairly stated, and has not been prepared in all material respects in accordance with the Industry standard Construction Materials Sustainability Accounting Standard 2018, prepared by the Sustainability Accounting Standards Board (SASB).

### Standards and level of assurance

For the Selected Information, we performed a Limited Assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 revised – ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ (revised), issued by the International Auditing and Assurance

Standards Board. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain Limited Assurance.

For the AA1000 Principles, our assurance engagement was also planned and performed to meet the requirements of a Type 1 “moderate level” of assurance as defined by AA1000 Assurance Standard (A1000AS) 2008. For consistency, in this Assurance Report we also refer to this scope as “Limited Assurance”.

DNV applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021:2015 - Conformity Assessment Requirements for bodies providing audit and certification of management systems, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The procedures performed in a Limited Assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement; and the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. We planned and performed our work to obtain the evidence we considered sufficient to provide a basis for our opinion, so that the risk of this conclusion being in error is reduced but not reduced completely.

### Basis of our conclusion

#### 1. Selected Information

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. Our work included, but was not restricted to:

- Assessing the appropriateness of the Data Criteria for the Selected Information;
- Reviewing Group procedures, policies and guidance for data collection, aggregation, measurement, analysis and reporting of specified performance information at site, and Group levels, and assessing their alignment with the Data Criteria;
- Conducting interviews with CRH’s management to obtain an understanding of the key processes, systems and controls in place to generate, aggregate and report the Selected Information;

- Virtual visits to sites selected in conjunction with CRH, including: Fels-Werke GmbH, (Kaltes Tal), Germany; Slovakia CRH (Slovensko) a.s. (Turna cement plant), Slovakia; Tarmac Cement and Lime Limited (Tunstead cement plant), UK; Finnsementti Oy (Parainen cement plant), Finland; Opterra GmbH, (Wössingen), Germany; Ash Grove Cement Company, (Foreman cement plant), USA; Ash Grove Cement Company, (Midlothian cement plant), USA; Oldcastle Infrastructure Inc., (Mansfield plant), USA - to review processes and systems for preparing the Selected Information at site level for consolidation at Group level. Also, performing limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported at site level. These sites were chosen to provide a representative sample, based on the type and tonnage of material produced, geographical location, and whether the site was a legacy plant or a recent acquisition. The percentage contribution of cement plants visited to overall cement-related CO<sub>2</sub> gross emissions was 13.6%;
- Virtual visit to CRH's headquarters in Dublin, Ireland, to review the processes for gathering and consolidating the Selected Information and checking its consolidation;
- Reviewing that the evidence, measurements and their scope provided to us by CRH for the Selected Information was prepared in line with the Data Criteria; and
- Reading the Report and narrative accompanying the Selected Information in the Report with regards to the Data Criteria.

## 2. AA1000 Principles

We are required to plan and perform our work in order to form an opinion over the adherence of the AA1000 Principles of the Report. Our work included, but was not restricted to:

- Reviewing the current sustainability issues that could affect CRH and would be of interest to stakeholders;
- Reviewing CRH's approach to stakeholder engagement and interviews with four external stakeholders;
- Reviewing information provided to us by CRH on its reporting and management processes relating to the AA1000 Principles; and
- Interviewing senior management, selected

in conjunction with CRH, with responsibility for management of sustainability issues and reviewing selected evidence to support the issues discussed.

## 3. GRI Standards

We reviewed the Report to form an opinion over its preparation against the GRI Standards.

## 4. SASB Standards

We are required to plan and perform our work in order to form an opinion over the reporting of selected indicators in accordance with the Industry standard 'Construction Materials' Sustainability Accounting Standard 2018 prepared by the Sustainability Accounting Standards Board (SASB).

## Inherent limitations

All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Non-financial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities.

Our assurance relies on the premise that the data and information provided to us by CRH have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Limited Assurance Report.

## Our competence, independence and quality control

DNV established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. Our multi-disciplinary team consisted of professionals with a combination of environmental and sustainability assurance experience.

## Responsibilities of the management of CRH and DNV

The management of CRH has sole responsibility for:

- Preparing and presenting the Selected Information in accordance with the Data Criteria;

- Preparing the Report in adherence to the AA1000 Principles;
- Designing, implementing and maintaining effective internal controls over the information and data, resulting in the preparation of the Selected Information that is free from material misstatements;
- Measuring and reporting the Selected Information based on their established Data Criteria; and
- The contents and statements contained within the Report and the Data Criteria.

Our responsibility is to plan and perform our work to obtain limited assurance about:

- Whether the Selected Information has been prepared in accordance with the Data Criteria and to report to CRH in the form of an independent limited assurance conclusion, based on the work performed and the evidence obtained; and
- Whether the Report is in adherence to the AA1000 Principles as described in the Principles Criteria, and comment on the nature and extent of each individually.

We have not been responsible for the preparation of the Report.

## Observations

Our observations and areas for improvement were raised in a separate report to CRH's management. Selected observations are provided below. These observations do not affect our conclusions set out above.

### 1. Selected Information

- We noted senior management commitment to sustainability performance, and there continued to be a thorough review of performance at Board level;
- Accurate reporting of contractor working hours continues to be challenging in line with the building materials sector generally. Whilst we recognise that there have been improvements since the last reporting cycle, we recommend CRH continues to focus on this issue to further improve data quality and accuracy with a particular insight on third party transport;

- We observed that a thorough and robust quality control process is in place for Environmental, Health and Safety and Social data where variances and outlier values are investigated with a focus on continuous improvement of data quality; and
- We noted a small number of immaterial corrections to Selected Information data submitted from sites visited. Updated data was provided in all cases and incorporated correctly in consolidated data presented in the Report.

### 2. AA1000 Principles

- Inclusiveness: CRH engages with a wide range of stakeholders, at site as well as Group level. Feedback from stakeholders interviewed was largely positive;
- Materiality: CRH undertook an updated materiality process in 2019, and reviewed this again in 2020. This resulted in the importance of some material issues being adjusted based on the latest stakeholder feedback.
- Responsiveness: Information received from the Stakeholder interviews we conducted demonstrated a high level of responsiveness to stakeholder feedback; and
- Impact: CRH has identified the major impacts (either direct or indirect) that they have on their stakeholders. Moving forward, CRH could consider enhancing the disclosures of these direct and indirect impacts within their report.

## DNV GL Business Assurance Services UK Limited

London, UK  
26th of March 2021

"DNV" is a trading name of DNV GL Business Assurance Services UK Limited, a wholly owned subsidiary of DNV GL Business Assurance Group, and a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. Registered Office: 4th Floor, Vivo Building, 30 Stamford St, London SE1 9LQ [www.dnv.com/assurance/](http://www.dnv.com/assurance/)



## Note on forward-looking statements

In order to utilise the “Safe Harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, CRH plc (the ‘Company’), and its subsidiaries (collectively, ‘CRH’ or the ‘Group’) is providing the following cautionary statement.

These forward-looking statements may generally, but not always, be identified by the use of words such as “will”, “anticipates”, “should”, “could”, “would”, “targets”, “aims”, “may”, “continues”, “expects”, “is expected to”, “estimates”, “believes”, “intends” or similar expressions. These forward-looking statements include all matters that are not historical facts or matters of fact at the time of this document.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may or may not occur in the future and reflect the Company’s current expectations and assumptions as to such future events and circumstances that may not prove accurate. A number of material factors could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, certain of which are beyond our control and which include, among other things: economic and financial conditions generally in various countries and regions where we operate; the pace of recovery in the overall construction and building materials sector; demand for infrastructure, residential and non-residential construction in our geographic markets; increased competition and its impact on prices; increases in energy and/or raw materials costs; adverse changes to laws and regulations; approval or allocation of funding for infrastructure programmes; adverse political developments in various countries and regions; failure to complete or successfully integrate acquisitions.

## External recognition and benchmarks



(The inclusion of CRH public limited company in any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of CRH public limited company by MSCI or any of its affiliates. The MSCI Indexes are the exclusive property of MSCI. MSCI and the MSCI Index names and logos are trademarks or service marks of MSCI or its affiliates.)

Copyright ©2021 Sustainalytics. All rights reserved. This Report contains information developed by Sustainalytics (www.sustainalytics.com). Such information and data are proprietary of Sustainalytics and/or its third party suppliers (Third Party Data) and are provided for informational purposes only. They do not constitute an endorsement of any product or project, nor an investment advice and are not warranted to be complete, timely, accurate or suitable for a particular purpose. Their use is subject to conditions available at [www.sustainalytics.com/legal-disclaimers](http://www.sustainalytics.com/legal-disclaimers)



CRH plc

Stonemason's Way  
Rathfarnham  
Dublin 16  
D16 KH51  
Ireland

Telephone: +353 1 404 1000  
E-mail: [mail@crh.com](mailto:mail@crh.com)

Website: [www.crh.com](http://www.crh.com)

Registered Office  
42 Fitzwilliam Square  
Dublin 2  
D02 R279  
Ireland

Telephone: +353 1 634 4340  
Fax: +353 1 676 5013  
E-mail: [crh42@crh.com](mailto:crh42@crh.com)

CRH<sup>®</sup> is a registered trade mark  
of CRH plc.

**Frank Heisterkamp**  
Director of Capital Markets & ESG

**Naomi Cooper**  
Head of Sustainability

We welcome feedback and comments from  
stakeholders on our sustainability reporting.

**Cover image:** Our sustainable products are essential to deliver the solutions needed in the transition to renewable energy. For example, CRH Serbia, part of our Europe Materials Division, supplied 34,000m<sup>3</sup> of specialised concrete for the construction of 38 wind turbine foundations as part of the Kovacica windfarm project. The Kovacica windfarm is the third largest windfarm in Serbia, representing one-fifth of the planned national wind energy capacities for Serbia. Once operational, the windfarm will reduce CO<sub>2</sub> emissions in Serbia by up to 247,000 tonnes a year.